

MARCH 1, 1943



TWENTY CENTS

# Sales Management

## A SIMPLE WAY TO COMBAT INFLATION

One of SALES MANAGEMENT'S enthusiastic readers is a clergyman—the Reverend John DeForest Pettus, rector of All Saints-By-The-Sea, Montecito, Calif. From him comes a timely marketing idea which should help the nation,—and many thousands of salesmen. Here is the way he marshals his points:

1. "The inflationary danger lies in the newly-rich war workers, whose incomes have suddenly increased. This group, in the main, has few fixed commitments, such as taxes and insurance.
2. "There is a saturation point for the selling of war bonds. Therefore, some other form of fund-syphoning must be developed, something not involving the sale of either goods or services.
3. "The insurance companies have a *patriotic duty* to sell large quantities of insurance in this field." (In the SM-Ross Federal survey made last June among wives of 200 war workers in Dayton, not a single one checked insurance

when asked. "If family income continues at its present level or increases slightly, which of the following are you most likely to do?")

4. "Probably the best form of insurance would be five-year endowment policies, because they draw out large sums and offer an early return.
5. "The plan—in addition to syphoning off income which has inflationary dangers—would have the added advantage of giving many additional citizens a sense of proprietary interest in the national economy.
6. "The execution of the plan calls for the mobilization of insurance advertising and salesmen. It would call for heavy, joint advertising campaigns in the war centers and in mediums reaching the largest possible number of war workers and their families."

Thank you, Dr. Pettus. Will the insurance companies pick up the ball and carry on from here?

THE MAGAZINE OF MODERN MARKETING

# What *Every Woman* wants to know about a Man...



that he realizes that wars are not won by money alone, but by *men*—and sends books and games for relaxation!... that he knows how important relaxation is on the home front—and makes the night thrilling by sending *her* flowers!



that he is just as thoughtful in his choice of a whiskey, preferring one so mild, so fine it adds pleasure to his leisure... that he compliments his taste for the "First In Quality" by always serving Old Schenley, *America's Mildest Bottled-In-Bond!*



*Straight Bourbon Whiskey — 100 Proof — This whiskey is 6 years old. Staggs-Finch Distillers Corporation, New York City*  
 [TUNE IN! SCHENLEY'S "CRESTA BLANCA WINE CARNIVAL" WITH MORTON GOULD'S ORCHESTRA. REFER TO YOUR LOCAL PAPER FOR TIME AND STATION]

*Furs by Jaeckel, New York*



## Two photographs upon executive's office desk...Revealing to him a truth about his advertising

*One, a picture of bright little feller . . . First-class boy-citizen, his father thinks . . . Youngster to be reared in best ENVIRONMENT . . . Best environment so he'll have best chance in life . . . And then the other, hardly more than a year out of college . . . Now suddenly a man . . . Man resolved to defend the fine heritage his environment gave him.*

\* \* \*

By their living example they tell us much about advertising. Oh, your advertisement is such a very human thing, too! For is it not the offspring of your hope and ambition? Is it not an expression of your own self and the voice of what you have to give to your fellow-citizens? "Go out among the American people," you say to it. "Go out and make many, many new friends. Go out and keep old friendships warm and loyal, also." Yes, that is your command. But will you help your advertisement to obey by giving it the most *helpful* surroundings—atmosphere—environment?

\* \* \*

In the important Midwest city of Chicago the importance of environment to advertising cannot be passed by—nor bypassed. For here the ele-

ment of environment is related to Chicago's key-audience of 1,250,000 readers.

It is a thinking, responsive audience.

It is a *concentrated* audience that reads in the best environment—HOME.

And they read The Chicago Daily News, their good companion, good counselor and keeper of good faith with their home and family ideals.

America has returned to the *home-way* of life. We have cast off the sophistications and ostentations of our prewar years. And, as the love of home has been rekindled in our hearts, so, in the light of its flame, have we discovered new joys in the simplicities and the never-failing inspiration of family devotion.

In this return to the home-way of life—this event that has so powerfully influenced our country—are you, as merchant or manufacturer, to be an *outsider*?

Or, here in our city of Chicago, will you let The Daily News give your advertisement entree to the environment—HOME-ENVIRONMENT—that is best?

The question is not incidental, but vital!

## THE CHICAGO DAILY NEWS

FOR 67 YEARS CHICAGO'S HOME NEWSPAPER  
ITS PLACE IN THE HOME IS ONE OF RESPECT AND TRUST

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO  
DETROIT OFFICE: 7-218 General Motors Building

NEW YORK OFFICE: 9 Rockefeller Plaza  
SAN FRANCISCO OFFICE: Hobart Building

MARCH 1, 1943

[1]





## The Army Takes Vanilla

Shipping space *must* be saved for war purposes. And that means that there isn't any more space for our pet flavoring, vanilla.

When this news broke, Monsanto Chemical Co., St. Louis, straightway put its chemists to work to develop a synthetic vanilla tablet which could be shipped to Army cooks overseas.

The story of vanilla is filled with romance. Genuine vanilla comes from the unripened pod of tropical American climbing orchid plants. The Aztecs had used vanilla as a flavoring centuries before the white man came. Their favorite drink was chocolate with a dash of vanilla, which they called "the drink of the Gods."

Vanillin, the white crystalline substance which is the fragrant constituent of the vanilla bean, was first developed in 1876. Chemists of that period found that they could produce it from a certain clove found in Zanzibar. Baled cloves were brought to America, extracted, and then the exhausted buds were rebaled and shipped to India. There they were sold to the natives for use in perfumes.

Monsanto Chemical Co., after experimenting with atoms and molecules, now produces concentrated, dry vanilla pills from water-white benzene. These new vanilla pills save 90% of the space previously required for liquid vanilla.

And more than that, no longer do we have to depend on the vanilla bean, the supply of which was uncertain because of its susceptibility to seasonable plant diseases.

The new dry vanilla was perfected by Monsanto in cooperation with the Subsistence Research Laboratory of the Chicago Quartermaster depot of the U. S. Army. And that's why the Army now takes vanilla—dry. Perhaps after the war, we'll all take it that way.

## No Simple Simon, This Pieman

The majority of us usually think of pie as having originated in New England. And because "Monroe Boston Strause" pies are nationally known in the trade, most people assume that Monroe Boston Strause is a Bostonian, chummy with the Cabots, the Lodges, and the Lowells. But that assumption is wrong; he was born in Los Angeles about forty years ago. "Boston" is a family name, Monroe's father having been christened "Boston Monroe Strause."

Mr. Strause went into the pie business accidentally, but out of it he has carved a unique career for himself. He is now president of two pie bakeries, one in San Diego, Calif., and the other in Baltimore, Md. His original business was flour-milling in Los Angeles. He was just eighteen when he learned the flour-milling business.

Later in 1920 Mr. Strause was forced to take over the controlling interest of a failing pie bakery. Immediately he took it over,

he began to have ideas. He decided that the bakery and the pies both could be improved. So, against conservatism, he started to make the necessary improvements.

It so happened that Mr. Strause knew an inventor who had been trying for some time to sell a new type of delivery truck with an insulated body which kept pies warm until they were actually delivered to the restaurants and the hotels. So Mr. Strause straightway had the first truck of that type built at a cost of \$3,000.

It wasn't very long after the advent of the new truck that the bakery had more business than it could take care of. Mr. Strause later sold his interest in the bakery at a profit. However, his interest in pies continued. Bakers, one after another, came to him for advice, until finally he set himself up as a consultant. Traveling East, he appeared many times as a paid speaker at conventions, and sales meetings, always strongly emphasizing the importance of forceful merchandising.



His middle name is Boston  
—it's synonymous with pie.

When he had his own bakery Mr. Strause found that the old-time pie salesman was generally a wet towel so far as a new pie was concerned, especially if the pie had to be sold for more money because of quality. The salesman, he noticed, usually started out on his route with the firm belief that the pie could not be sold because of price. Of course, with that belief, the salesman rarely sold the pie. The salesman's attitude, Mr. Strause observed, influenced restaurant and hotel men who, in turn, failed to give the new pie a chance with the public.

To hurdle this defect in selling, Mr. Strause recruited and trained a streamlined type of salesman, one who realized that novelty and quality were more important than price, and one who could teach caterers to increase their pie sales by serving a wider variety of pies and frequently introducing new kinds of pie. Pie, Mr. Strause contends, is a staple table delicacy and also a fashion product with an appeal to people who are ever on the alert for new thrills for the palate.

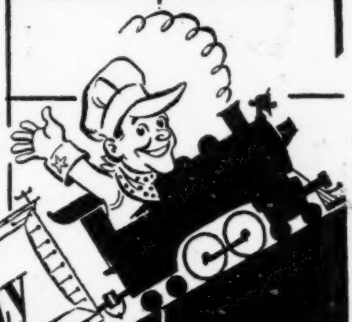
Before Pearl Harbor Mr. Strause engaged in work for the pineapple canners, and he increased the consumption of their products by a million cases. When distribution returns to normal after "V" Day, this increase in canned pineapple consumption should continue, for the simple reason that the pineapple is both a staple fruit and when canned is a novelty with a wide palate appeal. Canned pineapple eventually surpassed canned peaches in volume of consumption, and it is not far-fetched to say that it may even give the rock-ribbed apple pie a run for its money. Mr. Strause also is of the opinion that the banana also has been neglected as a pie ingredient.

So far Mr. Strause's work has been entirely with the trade. He deals with the public only at the point where a pie is given to a waiter. What he really has done for the great American dessert

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JAN. 30  
1943  
SIXTH Issue of  
NEW LIBERTY



DEC. 26  
1942  
FIRST Issue of  
NEW LIBERTY

DEC. 19  
1942  
Last Issue of  
OLD LIBERTY

**NEWSSTAND CIRCULATION  
UP 100,000 IN JUST  
ONE MONTH!**

**F**OLKS certainly go for the NEW Liberty. They go for the top-flight stories and articles, the compact new editing technique, the fast-reading new format. And—especially—they go for an EXCLUSIVE NEW LIBERTY WEEKLY FEATURE: A complete-in-one-issue CONDENSATION OF A CURRENT BEST SELLING BOOK! Here are the six books condensed in the first six issues of the NEW Liberty:

DATE	BOOK	AUTHOR
Dec. 26, 1942 . . .	THE COMMANDOS . . . . .	Elliot Arnold
Jan. 2, 1943 . . .	NO COFFIN FOR THE CORPSE . . . . .	Clayton Rawson
Jan. 9, 1943 . . .	THE OX-BOW INCIDENT . . . . . (Reader's Club Selection)	Walter Van Tilburg Clark
Jan. 16, 1943 . . .	WHAT ABOUT GERMANY? . . . . .	Louis P. Lochner
Jan. 23, 1943 . . .	WE TOOK TO THE WOODS . . . . . (Book of the Month Club Selection)	Louise Dickinson Rich
Jan. 30, 1943 . . .	THE UNINVITED . . . . . (Literary Guild Selection)	Dorothy McArdle

(Each a \$2.00 to \$3.00 Best Seller—condensed in the NEW Liberty for a dime!)

Is the word spreading...from reader to reader? The NEW Liberty submits that these facts and figures talk for themselves: **OVER 100,000 jump in NEWSSTAND sales IN ONE MONTH!**

*The New*  
**Liberty**

LIBERTY MAGAZINE, INC.  
Paul Hunter, Publisher

CHICAGO: 400 N. Michigan Ave., Robert W. Richardson, Western Adv. Mgr. NEW YORK: 205 E. 42nd St. DETROIT: Gen. Motors Bldg., Ray Miller, Mgr.  
SAN FRANCISCO-LOS ANGELES: Duncan A. Scott & Co., Representatives

MARCH 1, 1943

# Consumer transportation

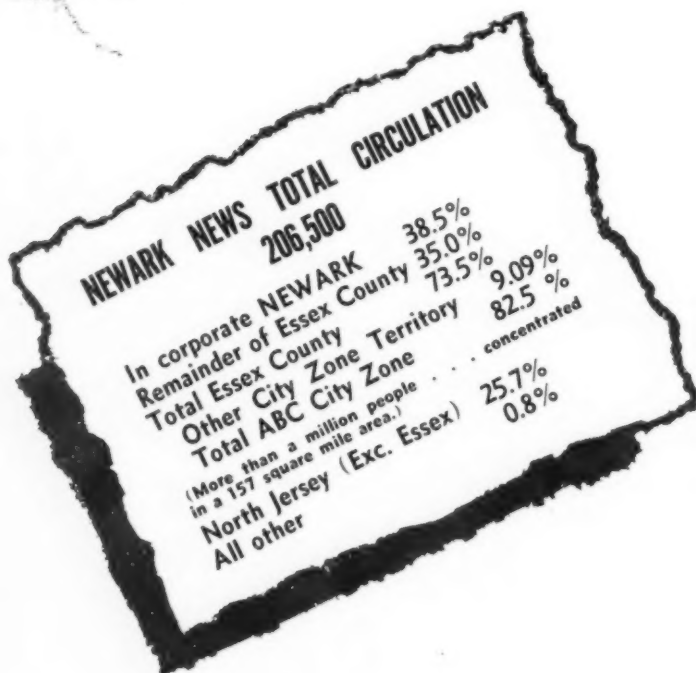
*... a war time guage  
of markets and media*

Here in America's 11th market your dealers can still depend on customer traffic to their stores. Concentrated in the 29 communities of ABC Newark is a network of unexcelled, high-capacity consumer-transportation systems.

Currently, Public Service buses and trolleys are hauling 113,000 more customers *daily* in Essex County alone. The Lackawanna is still the "neighborhood artery" of many of this markets choicest shopping centers. (For years the Newark News has published special community news pages "Along the Lackawanna".)

The Pennsylvania, Jersey Central and Erie railroads, as well as many independent bus lines, are also doing their part to keep this market volatile, able-to-spend.

Here is how the Newark Evening News is patterned to this indispensable war-time market:



**NEWARK EVENING NEWS**

NEWARK, NEW JERSEY

O'Mara & Ormsbee, Inc.

• Advertising Representatives

is to radically improve it and then teach bakers and restaurateurs how to bake pies in many new varieties. Incidentally, Mr. Strause is the originator of the lemon chiffon pie which was something new even to Boston. However, he never took out a copyright on the recipe, and the chiffon pie, at least forty different varieties of it, is now as staple as apple pie which always has been a leader.

But Mr. Strause has done much more for the bakery business than just discover new recipes for pie. He has discovered the weak spot in the pie industry and he really has done something about it. That weak spot was merchandising. And if Mr. Strause were to be cited for achievements, he probably would want to be known for this last accomplishment—which is merchandising a new pie in such a way as to make it a box-office hit.

## Mothersill's Seasick Remedy

Mothersill's Seasick Remedy, developed some forty years ago, is still going strong, and is being used by, and advertised to, our armed forces—"On Land, Sea and in the Air." Designed originally to relieve sufferers from seasickness, its market has expanded with the years, and it is used today by victims of all forms of travel nausea. Until the war curtailed the use of automobiles for family driving, a particularly fast-growing market in recent years had been that represented by car-sick children.

Mothersill's is the brain-child of Dr. C. E. Fortin, formerly of Halifax and one-time head of the medical department of a Newfoundland steamship line. At first it was used for the company's sea-faring employees, but when its fame spread it was put on the market under the name of Mothersill's Seasick Remedy. That was "more than a third of a century ago," as is so often stated in the advertising copy. Dr. Fortin now lives in Santa Monica, Calif., where he practices medicine and does occasional research on seasickness; and he is still medical adviser for Mothersill's.

The product comes in capsules, in boxes of two sizes, one retailing at 75¢ and the other at \$1.50. Before the war it was sold all over the world, and it still has distribution in certain foreign lands, Switzerland among them. There is a branch office in England, where the product is manufactured locally. In the U. S., distribution is chiefly through drug stores.

The U. S. distributor is Ferd T. Hopkins & Son, New York City. Mr. Hopkins is an old-line New Yorker, who spent his boyhood a stone's throw from his present offices just below Wana-maker's, at 430 Lafayette Street. Fittingly, for a product which has been in use for more than a third of a century, those offices also have an old-time flavor—as well they might, for they are a part of the famous La Grange Terrace built in 1840.

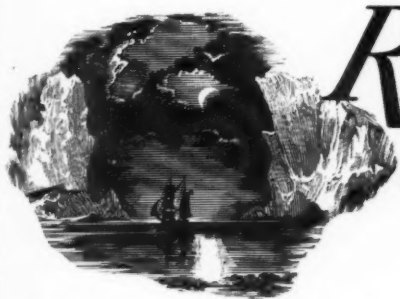
Mr. Hopkins has in his office a sizable folder of testimonials from users of the "Remedy," as it is called by him and his staff. These letters (unsolicited, naturally) are touchingly enthusiastic, most of them telling in detail the story of the writers' discovery of the product and what it meant to them.

One shown to SM's reporter was sent by a man who had yearned 30 years for deep-sea fishing, but had been confined to rowboats and shallow-water angling until he discovered Mothersill's. One, from a Norwegian woman, expressed her gratitude for the "help-some capsules," which would give her the courage to try the return voyage for a visit to her home some day. A number are from world travelers, one of whom said he had used Mothersill's during a 30,000-mile voyage.

To such correspondents, Mr. Hopkins sends long, sympathetic replies, telling of his own and his family's experience with the Remedy. Mr. Hopkins has not been seasick since he was eight years old, but his wife and children need the fortification given them by Mothersill's to help them bear up even under a ferry ride. The label on the Mothersill package contains an offer to refund the purchase price to any unsatisfied user. According to Mr. Hopkins, less than 1/4 of 1% of those who buy the Remedy take advantage of this offer.

"Probably few outsiders realize the well-nigh incredible toil and hardship entailed in such an achievement as Peary's . . . He performed one of the great feats of our time."

—Theodore Roosevelt



## READING started him on his conquest of the POLE

PEARY . . . The name has come to stand for iron endurance, an unbreakable will that carried the great explorer on and on, through twenty-three years of struggle and defeat, to reach the Pole at last.

But Peary as a boy was dreamy, sensitive, romantic—a great reader, quick to be stirred by what he read.

One book—Kane's *Arctic Exploration*—left an indelible impression on his mind.

It first gave him that dream of the mysterious North which never afterward left him. He tells how, coming across an article on Greenland, "*the chord which had vibrated intensely in me at the reading of Kane's wonderful book, was touched again*"; how, from that time on, he began reading everything he could find about Arctic travel, storing his mind with the experiences of other explorers.

The result was his first Northern expedition—and, in the end, his capture of the goal which for nearly four hundred years men had striven and died to win.

Reading is the light without which nations would live in darkness. Only through reading does the stored-up wisdom and experience of the past come down to us. Lives like that of Peary, and all the other great names of history, continue to inspire us through our reading.

On a far vaster scale than any other medium this country has ever produced—THE AMERICAN WEEKLY is developing the priceless habit of reading in more than 7,500,000 American homes.

Its thrilling stories of real life—tales of love and crime, mystery and intrigue—help to satisfy the hunger for romance in millions of lives. Millions love and dare and triumph in imagination as they read these stories of real men and women.

How many have found, in THE AMERICAN WEEKLY's true tales of adventure by land and sea, something of the thrill and inspiration Peary got from his early reading!

Its fascinating articles on the newest developments in popular science, in history, travel, biography, medicine, religion, open new horizons to the people of America, stimulating the youth of the country to new forms of effort and achievement. So simply and clearly are these articles written that all can

grasp them; yet their authenticity is so complete that copies are used every day by instructors in schools and scientific institutions all over the country.

And not least of its contributions to American life is the practical guidance THE AMERICAN WEEKLY gives its millions of readers with regular articles on domestic science, cooking, food stuffs, home-making, child care, physical health and beauty.

Today every household in America is, in a sense, on a journey of exploration; and in the new and difficult problems that beset every step of the way, THE AMERICAN WEEKLY gives valuable information and help.

Who can measure the lasting influence of this mighty magazine which enters so deeply into the thoughts and lives of countless millions—distributed from coast to coast through 20 great Sunday newspapers—to more than seven and a half million families.

The national advertiser who consistently associates his product with such an institution is tying up with **the greatest force known in advertising**. He is making his advertising message, like the rest of THE AMERICAN WEEKLY, the week-after-week reading HABIT of more than 7,500,000 families.

**THE AMERICAN  
WEEKLY**  
Greatest  
Circulation  
in the World

"The Nation's Reading Habit"

MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK CITY

MARCH 1, 1943

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# Sales Management

VOL. 52, NO. 5 MARCH 1, 1943

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# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending March 1, 1943:

## The N.A.M. and the Hottentots

THE PUBLIC REACTION was most unfavorable to the December remarks of Chairman Witherow of the National Association of Manufacturers, to the effect that he wasn't interested in fighting a war to assure a bottle of milk a day to every Hottentot or a TVA on every Danube. He caught the headlines with this distortion of something Vice-President Wallace had said a few weeks previously, but, as things have worked out, he made a distinct contribution to clear economic thinking.

His successor as President of the Association, Frederick C. Crawford, has been making a number of speeches which sound to this sideline observer quite dissimilar to the one of Mr. Witherow. In Detroit the other day he expressed a point of view which is similar to one which was amplified in these columns on January 1—that in our foreign trade we should *sell*, rather than *give*, and that we must *buy* if we are to sell. His remarks on freer world trade reflect a great change in thinking on the part of those who direct the N.A.M.

"Diplomatic peace and economic warfare cannot live side by side," he said. "If we want a market in China, Russia, India and other nations for the goods we can produce the best, obviously we must not bar those nations from our own market. We must recognize that complete self-sufficiency is not a sound ideal.

"America, with all its fund of wealth and the greatest production machine in the world, cannot give every Hottentot a quart of milk a day in perpetuity. All that America can do is to help make the Hottentot self-productive by teaching him the 'get-it-yourself' formula of free enterprise."

It's new when Vice-President Wallace and the President of the N.A.M. share the same economic bed, but that's just what they seem to be doing now. Mr. Wallace in his most recent speech said, "The spirit of competition will and must continue to be one of our main driving forces. We can have full employment in this country without destroying private initiative, private capital or private enterprise. The more private enterprise succeeds in maintaining full employment, the less government spending will be required. We need the driving force of self-interest to get most of the work of the world done."

## The Division of National Income

THE ANNUAL SURVEY OF BUYING POWER, to be published May 10, will break down the nation's 1942 income of 114.4 billions of dollars by sections, states, counties and cities. The division between classes of workers shows some startling changes. Wages and salaries advanced from 65% of total income payments in 1939 to 70% in 1942. The net cash income of farmers doubled in the three-year period and the percentage increased from 8 to 11 (it was down to 5% in 1932). Dividends and interest, while higher in dollars last year than in 1939, nevertheless dropped percentagewise from 13 to 8.

MARCH 1, 1943

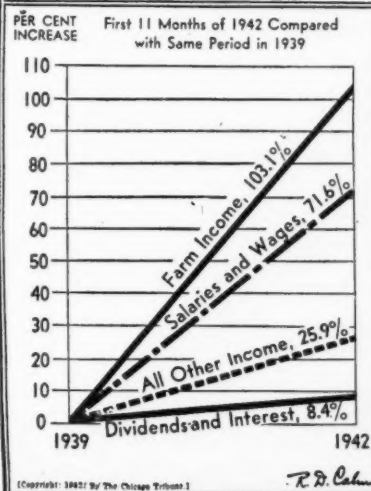
When these raw dollar figures are checked against what's happening to the cost of living, we find a substantial, though less spectacular, increase in "real" income. The cost of living index in August, 1939, was 98.6. From that date until May, 1942, it rose steadily, reaching 116.0. In the last nine months the rise has been slowed down by the price ceilings program, and at the close of December, it stood at 120.4. The price ceiling program has been far from perfect in operation, but OWI figures show that it has been reasonably successful. For example, food items which were placed under control on May 18 rose 1.2% from that date until December 15, while food items not under control increased 29.8% in the same period.

## The Increased Farm Quotas

THE AMERICAN FEDERATION OF LABOR publishes an interesting little publication called *Labor's Monthly Survey*. In the January issue the organization makes a very good point—that while the man on the farm wants and should have a decent living standard, the answer is not in a continuing increase in farm prices. Before presenting their interesting argument I want to add that in the same article the A. F. of L. does *not* argue that the man in the factory should not get increased prices!

They have some interesting charts, based upon National Industrial Conference Board figures, which show that better machinery has added much more to factory production than to farm production. Taking 1899 production figures as the base, 100, the production per man per year in factories has soared to a current peak of 258, while the farmer's production per man per year has gone up to 169. On the basis of production per man per *hour*, the results are even more startling, for the factory worker has gone from 100 to 337, while the farmer has stepped up from 100 to 165. In 1899 the factory work week was 59 hours, as against between 40 and 50 today, but the farmer's work week of more than 60 hours has not changed. Better implements

### Increase in Income Payments Since 1939





This Is the "Cost Of Living" Out There

**Who Are We  
To Get It For Less?**

**SHOOT THE WORKS!**

As a cure for grumbling, shirking, and absenteeism, two A.E.F. veterans have designed a set of eight powerful factory posters. Each carries a specific message rather than vague generalities. "Nobody Goes A.W.O.L. Out There—Who Are We To Get Away With It Here?" asks one. Another is phrased "They're Not 'Talking' the Japs Out of It—Who Are We Just to Talk A Good War?" The posters were designed by A. W. Rucker and S. M. Loring, of the Eddy-Rucker-Nickels Company, Cambridge, Mass., and sample sets are available to executives.

of production are the chief answer.

Nevertheless, the farmer's income as related to that of others is more favorable. From 1910 to 1914, his income averaged 59% as much as factory workers. During the depression years of 1931 to 1935, it dropped to 37%, while in 1942 it went up to 71%.

The A.F. of L. makes the sound point that farmers need more machinery in order to operate their farms most efficiently, and now that labor has been drawn off by the Army and by higher wages elsewhere, machinery is particularly important. The decision of the War Production Board to allow 30% more steel for farm implements is a *step* in the right direction, but it should be a longer step.

While we are on the subject of farm statistics, here are some official government figures on index numbers of prices received and paid by farmers. The buying power of farm products—meaning the ratio of prices received, and prices paid plus interest and taxes—is more favorable today than in any modern year. From a low of 53 in 1932, the ratio has increased to 115 at the end of 1942. The index number of prices received was 178, that of prices paid 155, or the highly favorable ratio of 115.

## Where Public Relations Begins

LIKE CHARITY a good public relations program begins at home. This isn't a new doctrine, but it isn't followed very often. When an industry makes a report to the public we think that the report first should be broadcast in the plants and offices of the company, next to the workers' families and neighbors and storekeepers and all other citi-

zens of the cities in which the company has clients. Then, if the appropriation permits, broadcast it to the nation.

The soundness of this approach is highlighted in a release by the Advertising Research Foundation reporting on a readership study made of the Johnstown, Pa., *Tribune* on November 19, a follow-up of a similar study made in August, 1940. Both the news pages and the advertising pages were better read last fall than two years ago, but most significant from the advertisers' point of view was the report on Bethlehem Steel's full-page advertisement. While national in character, the page was somewhat localized since some of the pictures dealt with the Johnstown plant of Bethlehem and its employees.

The advertisement set a new record for national advertising, stopping an audience of 69% of the men and 66% of the women. Not only did the ad receive top audience rating, but it created favorable comment among Johnstown readers. The ad used an adaptation of the picture-page technique to tell what Bethlehem is doing in the war effort.

## Commerce Field Offices

THE TWELVE REGIONAL AND THIRTY DISTRICT offices of the United States Department of Commerce will be discontinued as of July 1, unless Congress reinstates the appropriation of \$430,000 which is needed to maintain these offices. Our neighbor, Franklin Johnston of the *American Exporter*, points out, "We spent 53 times as much on WPA last month alone as we did in an entire year on Department of Commerce field offices; 200 times as much on farm subsidies last month as on those field offices in a year. Tell that to your Congressman."

Suggestions made in these columns in recent issues that the Department of Commerce field offices should be saved have brought some interesting reactions from readers. Most of them have said that they were following our suggestion in writing to Senators and Congressmen telling them how important these offices are in serving the nation's business, and how essential they will be in planning for the re-conversion and post-war period when business will be on the spot to provide full production and full employment. A few of the letters have been critical of our effort and take the stand that business men cannot reasonably and logically demand a cutting down of non-war expenditures in general and still hold out for retention of those expenditures which are made most directly in behalf of business. Possibly they have a point there. Perhaps the 1942-43 budget could stand *some* cutting or trimming for the coming year. *But it doesn't seem to make much sense to pay out 81% as much in farm subsidies as a year ago and cut out every penny of the expenditures for these useful field offices of the Department of Commerce.* Let's settle, if need be, on the same basis as that of the farmer—81% of \$430,000 or \$348,300.

If you are interested in having the field offices retained—and we think you should be—write to your Senator and Congressman on your office letterhead giving your reasons for the continuance of the field offices. Send carbon copies of your letter to Wayne C. Taylor, Under-Secretary of Commerce, Harold Smith, Director of the Budget and Wayne Coy, Assistant Director of the Budget. All of these gentlemen are in Washington. One of them is a member of the inner group of White House advisors.

PHILIP SALISBURY

SALES MANAGEMENT

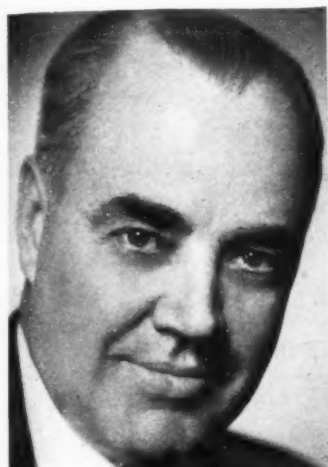




Eugene J. O'Connor who formerly was in charge of general line sales of the Continental Can Co., Inc., New York City, has been elected vice-president in charge of the company's general line can sales in New York.

Wendell H. Funderburg, formerly central district sales manager, Continental Can Co., Inc., New York City, has been elected vice-president in charge of the company's packer's can sales in Chicago.

## NEWS REEL



Elmer H. White who has been appointed general manager of the footwear division, United States Rubber Co., New York City. Mr. White who, before his recent appointment, was assistant general sales manager, started with the company thirty-nine years ago.



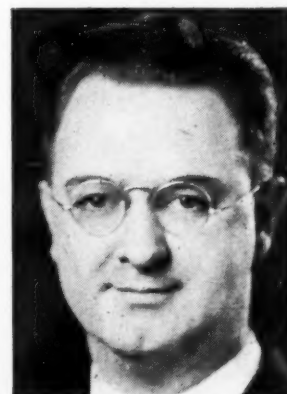
Frank R. Schwengel has been elected president of Joseph E. Seagram & Sons, Inc., New York City. Mr. Schwengel has been executive vice-president of the company since 1934, and is a director of Distillers Corp.-Seagrams, Ltd., Seagram parent firm.



S. H. Hobson who has been elected a member of the board of directors and president of the George D. Roper Corp., Rockford, Ill., succeeding Mabon P. Roper. He has been with the Roper organization 28 years, starting as assistant foreman.



A. F. McGraw has been made general sales manager, heading industrial and agricultural sales of the tractor division, Allis-Chalmers Mfg. Co., Milwaukee. Mr. McGraw was sales promotion manager before his recent power equipment methods in agriculture and road building.



John E. Norwood has been made sales manager of the replacement sales division, Sealed Power Corp., Muskegon, Mich. Mr. Norwood formerly was sales promotion manager, and has been with Sealed Power since 1920. He will be in charge of sales activities in the field, advertising, sales promotion.

## LET'S TAKE A LOOK AT 1943



As new as today's headlines, as uncertain as tomorrow's news: the problems of the family food shopper.

# How 1943 Food Shoppers Are Behaving Under Shortages and Rationing

SM and Ross Federal visit 1,000 typical housewives in Providence, Denver, St. Paul and Atlanta. They discover the most trusted sources of information on where to go for hard-to-get products and information about nutrition, how they plan meals, how often they shop, and what they think about vitamins and "substitutions."

Planned and edited

BY PHILIP SALISBURY

Executive Editor

**A**S shortages grow more acute in the food field, with growing necessity for acceptance of substitute products, millions of women are forgetting about the merits of the old product.

That's one of the startling conclusions which may be drawn from a survey made among 993 typical housewives in Providence, Denver, St. Paul and Atlanta. On the subject of canned vegetables only 11.8% of the Providence women said that while the substitute was good enough for the emergency, they would shift back to the former product; in the same city only 21.9% of the housewives said they would shift back to the former coffee.

With so many food items hard to get they place increasing reliance on newspaper and editorial advertising

pages for information, and they do much more shopping around; they are more interested than ever before in learning about nutritional values and for this knowledge they turn most frequently to women's magazines, the newspapers, and the radio.

All income groups were interviewed by Ross Federal field workers during the period January 20 to February 1, in urban centers in the East, North, West and South.

The first question asked was, "Which two of the following are the best sources of information on where to go for hard-to-get food products?" Ross Federal interviewers were told to read the list of five sources and to get respondents to mention the two choices as first and second. These first and second choices

are given in the table below, and the column headed "Composite" is constructed by allowing two points for a first choice vote and one point for second choice.

Source	1st Choice	2nd Choice	Composite
Grocers usually patronized	368	97	833
Newspaper pages	189	310	674
Shopping around	276	132	584
Radio	78	279	435
Friends	81	165	327

Several interesting differences show up between the four cities. In Providence, for example, newspaper pages are well out in front as the best source for information, while in Atlanta shopping around has an outstanding lead. In the second choice vote newspaper pages were head and shoulders above all others in Denver, St. Paul and Atlanta, while in Providence the radio received 55% of the votes.

In recent months, through the concerted efforts of government bureaus, manufacturers, retailers and advertising mediums, the women of the country have been given far more information about the health and nutritional value of foods than ever before. Last July the General Foods Corp., interviewed 2,979 housewives and found that 59.3% were receiving all of the information they desired about the health and nutritional value of foods. (See complete story of the General

Foods survey on pages 25 to 27 of SM, February 1, 1943.)

Seven months later, SM and Ross Federal asked the same question—of a group somewhat similar except that small town and farm women were not covered—and the effect of the educational work done in the intervening period is apparent by the answers. 86.1% of the housewives say that they are getting all of the information they desire about the health and nutritional value of foods.

Then they were shown a list of eight sources of information about the nutritional value of foods and were asked to pick as first and second choice the two sources they found most dependable. The answers are given in the following table, with the column "Composite" representing two points for first choice and one for second.

Source	1st Choice	2nd Choice	Com- posite
Magazines, "regu- lar" women's	269	211	749
Newspapers	182	245	609
Radio	151	279	581
Doctors and nurses	135	51	321
Lectures and schools	106	45	257
Government publi- cations	79	46	204
Magazines distri- buted or sold by grocers	33	38	104
Package labels or leaflets	21	57	99

Here again interesting differences show up by cities. Just as was true with the question on information about hard-to-get food products, the women of Providence give first choice to newspapers on information about nutritional values. In all other cities regular women's magazines are first

choice. On second choice Providence women give the lead to radio, Denver women to regular women's magazines, those of St. Paul to radio and Atlanta women to newspapers.

Another question from the General Foods survey was repeated in the SM-Ross Federal study to see whether habits have changed materially in the past seven months. In this question respondents were shown four factors and were asked to pick out the two (first choice, second choice) which influenced them most in planning meals. The order of factors turned out exactly as it did in the General Foods study, but with even greater emphasis placed on "what you think is good for your family." Here is the score:

Factors	1st Choice	2nd Choice	Com- posite
What you think is good for your family	537	154	1,228
What the family members like	288	201	777
Cost of the food	102	347	551
Variety	66	288	420

The question was asked, "*How many days last week did you or members of your family go to a food store?*" The median answer is about 3 days a week. Detailed answers show this to be the pattern:

1 day	129	Once every two	
2 days	238	weeks	1
3 days	240	Don't remem-	
4 days	139	ber	4
5 days	63	None—all gro-	
6 days	149	ceries deliv-	
7 days	16	ered	14

In Providence the median is between three and four days a week; in Denver and St. Paul two to three; while in Atlanta out of 256 women interviewed, 73 named two days a

week and 62 (the next largest number of mentions) named six days a week.

The housewives were asked: "*Compared with normal times, do you now visit food stores more often, less often or about the same?*" The answers reveal less frequent visits on the part of the housewives. Many volunteered the information that because it was so much more difficult to get around these days they were making husbands and other members of the family do more of the shopping. 13.2% said that they, the housewives, visited food stores more often. 33.8% visit less often, and 53.0% about the same.

Less frequent visits to food stores seems to be bringing about a decided change in the pattern of planning the family meals. Back in April, 1940, an SM-Ross Federal survey among 1,009 housewives revealed that 44.2% planned meals on the same day they are served, and today the figure has dropped to 28.0%. The answers by the 993 in the SM-Ross Federal study are as follows:

On the day served	278	ahead	19
One day ahead	309	Five days ahead	12
Two days ahead	178	Six days ahead	10
Three days ahead	89	One week or more ahead	97
Four days		Various days	1

Another factor which doubtless influences the planning of meals is the increasing number of women who are working. With less time to spend in the home or in shopping they have to systematize their work. It would seem to be a valid conclusion that there should be increased popularity for sug-

## A Tabloid View of the Housewife at War

★ Her best sources of information on where to go for hard-to-get food products are, in order: grocers usually patronized, newspaper pages, shopping around, radio, friends.

★ Her most dependable sources of information about the nutritional value of food are, in order: "Regular" magazines, 2. newspapers, 3. radio, 4. doctors and nurses, 5. lectures and schools, 6. Government publications, 7. magazines distributed or sold by grocers, 8. package labels or leaflets.

★ The following factors in order, influence her most in planning meals: What she thinks is good for the family, what the family members like, cost of the food, variety.

★ She considers vitamins in the foods she serves her family "very important."

★ Slightly over half the members of her family regularly take vitamin concentrates in prepared form.

★ She or a member of her family visits a food store three times a week.

★ She usually plans her meals one day ahead—sometimes on the day served.

★ She visits food stores less often than in normal times.

★ She has been forced to accept many brands of canned vegetables and coffee which she was not accustomed to buying; she doesn't notice any great difference between the new brands and the old.

★ Because of the growing shortage of doctors, she is beginning to purchase more medicines at drug stores without prescriptions.



gested "menus of the week" in editorial and advertising pages.

It can be stated as a certainty that American housewives have become definitely vitamin conscious. When asked, "*How important do you consider vitamins in the foods you serve your family?*" 76.6% said very important. 17.4% said fairly important, 3% said not important and 3% don't know. Similar questions raised seven months ago by the General Foods Corp., brought answers of 57.5% very important, 28.1% fairly important, 6.6% not important, and 7.6% don't know. In the General Foods study, however, it was the relative lack of awareness of the importance of vitamins in Class D homes and in farm homes which pulled the averages down. The answers in the SM-Ross Federal study, made among all economic groups but confined to urban centers, were roughly similar to the answers General Foods received in Class A and B homes.

The further question on vitamins, "*Is any member of your family regularly taking vitamin concentrates in prepared form?*" The answers show an almost equal division,—with 51.0% saying "yes" and 49.0% saying "no." Providence families seem to be the most responsive market currently, with 57.4% taking vitamin concentrates. The yes answers for other cities are, Denver 52.8, St. Paul 50.8, Atlanta 43.0.

### Substitutes Are Accepted

The 993 women who were asked, "*Because of shortages, have you been forced to accept brands of canned vegetables or coffee which you were not accustomed to buying?*" The answers reveal seemingly inequitable distribution of products, for the differences between cities are startling. The answers show in the case of canned vegetables that 91.2% of Providence women have been forced to accept brands they were not accustomed to buying, while in St. Paul the percentage is only 15.7. In Denver the "yes" answers are 57.6% and in Atlanta 60.9%. The average for all four cities is 57%.

The same relative differences show up in the answers about coffee; 60.2% of the Providence women have been forced to accept brands they were not accustomed to buying, 54.7% in Atlanta, 52.8% in Denver and only 20.8% in St. Paul.

Those who answered "yes" to the questions on canned vegetables and coffee were asked to choose one of five statements which expressed their opinion of these substitutes. Perhaps the

most startling fact revealed by the answers is that the most popular answer is "Don't notice any difference." This was the leading answer in all four cities. Equally startling is the fact that in those cities where the highest degree of substitutions have been necessary, only a relatively small percentage of women show any present intention to shift back to the old brands after the emergency.

Here are the answers on canned vegetables and coffee:

Statements	Canned Vegetables	Coffee
The quality is better	6.2%	5.5%
The quality is inferior	25.4%	23.7%
Don't notice any difference	35.2%	31.6%
Quality not so good, but cost less	9.5%	9.5%
Good enough for emergency, but will shift back	23.7%	29.7%

The answers show that the problems of the coffee makers in trying to regain former customers is not quite as acute as that for the canners of vegetables. Note that 35.2% don't notice any difference about canned vegetables, while the figure drops to 31.6% on coffee, and 23.7% expect to shift back to the old brand of vegetables as against 29.7% who think they will buy the old accustomed brand of coffee when it again is available.

In another SM-Ross Federal study on food shopping habits made in Boston, Hartford and Stamford last October and reported in SM, November 15, 35.6% of the women said that substitute products were good enough for the emergency but they would shift

back when possible. Comparison of this figure with the answer to canned vegetables and coffee leads to the conclusion that the substitute products are likely to become more strongly entrenched as the war goes on, and that many brands are going to be forgotten unless they continue to be vigorously promoted even while they are relatively non-existent on the grocers' shelves.

Another conclusion seems equally valid: that this war emergency gives to almost every manufacturer in the food field who has anything to sell the opportunity of a lifetime to do a sampling job without expense. Women will now try *anything*,—at least once.

### Drug Men Face New Problems

The last two questions of the SM-Ross Federal survey shifted from the food field to drugs. Women were asked, "*Have you recently encountered any difficulty in getting medical service when you needed it?*" As between the four cities, it seems Providence has been the hardest hit by doctors going into the armed services, for there 31.1% of the women said "yes"; in Denver the figure was 10.4%; in St. Paul 5.5%; in Atlanta 5.9% and the average for the four cities was 13.3%.

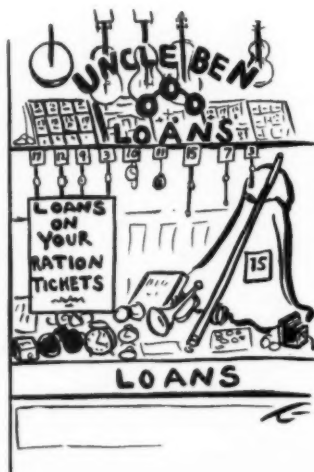
Then the respondents were asked a question which tried to get at the degree of change in the purchase of non-prescription medicines in drug stores.

The precise question was, "*Have you made any change, as a result of the growing shortage of doctors, or for other reasons, in the quantity of medicines you have purchased at drug stores with prescriptions?*" The answers check very closely with the responses to the question about medical service. In Providence medical service is harder to secure than in other cities and 20.7% of the women answered "more" in answer to the above question. The average for the four cities was 7.5%. In Denver it was 2.0%; St. Paul, 3.0% and in Atlanta, 3.9%.

The responses for the four cities indicate that 7.5% are buying more medicines without prescriptions, 4.5% less, 78.0% the same, and 10.0% don't know.

The answers indicate that a new factor has been added to the problems which medical advertisers must face in evaluating a market. If they can secure local information on the change in the number of doctors, they will have an important key which will open the doors to market opportunities. This test study indicates that Providence should be a better market than ever before.

SALES MANAGEMENT



# Campaigns and Marketing

## Package Spots Planes

Zoom, Fisher Flouring Mills', Seattle, Wash., new instant-cooking cereal, is living up to its name. The manufacturers tell us that sales are zooming as a consequence of a happy combination of a product with wartime nutritional appeal and a dramatic, timely package. It's our guess that air-raid wardens and plane spotters are leading the attacks on grocers' shelves. The new package carries silhouette reproductions of types of Allied and Axis aircraft which have been approved for authenticity by the U. S. Army. There are three panels of silhouettes on each package, thirty panels to the series, and civilian defense volunteers are urged to equip themselves with this helpful guide and to swap their panels with other users of Zoom until duplicates have been eliminated and their sets completed. Newspaper ads and store copy stress the quick-cooking feature, as well as the importance of this whole grain cereal in the wartime diet. A "zoomer" toy for youngsters is offered free with each package.

Pacific National Advertising Agency, Seattle, places the account.

## Urges Back Yard Crops

Many food packers and processors have been using their advertising space to keep shopping inconveniences and disappointments from dulling consumers' appetites for their brands, by explaining why foods are scarce and by showing consumers how they can stretch the limited amounts they are able to buy. The emphasis is still on buying—specifically on buying wisely. Now comes Minnesota Valley Canning Co., packers of Green Giant peas and Niblets corn, with full-page, full-color ads in *Life*, asking consumers to get out in their backyards and nearby lots and grow their own peas and corn.

The first ad, in the March 8 issue, will give complete instructions on planting and growing peas; the second, March 22, will furnish similar instructions on raising corn. Copy and illustrations will guide the new farmers through every step of the process—preparing the soil, selecting the seeds, planting and cultivating. In addition, a 28-page booklet, "The Green Giant's Secrets in Growing Peas and Corn," which also contains hints on gardening, as well as menu suggestions, will be offered free.

The ads will sell nothing but the

suggestion, explaining that since the company has turned over 35% of this year's pack to the armed forces and has already earmarked 50% of the coming pack for feeding our fighting men and Allies, there will not be enough to satisfy consumer demand. Occasionally copy will get in an oblique plug for the company's brands—as, for example, when it politely regrets that the company cannot offer its special breed of peas, which are needed to meet the new demands.

Minnesota Valley Canning Co. asks consumers to grow their own peas and corn this year, uses its advertising space to set up competition, and boost V-gardens.

Although the ads will say in effect, "Don't buy our products," the company is confident that they will result eventually in greater brand loyalty, since these minor tussles with the problems of food-growing will develop in many people an appreciation of the quality, uniformity and convenience of Minnesota Valley packs.

Leo Burnett Co., Chicago, is the agency.

## Attacking Hot Air

To obtain priority business now and pre-empt an advantageous position in the post-war market are the twin aims of the ad campaign Ilg Electric Ventilating Co., Chicago, is running in *Time*, *The Saturday Evening Post* and 19 publications in the air conditioning, architectural, marine, safety, and various industrial fields. Claiming that this will be the largest advertising campaign in ventilating history, Ilg cited several wartime developments

that dictated the strategy of an expanded program at this time. The war has increased the ventilating requirements of a large number of industrial concerns, for one thing. It also has stepped up the rate of employee turnover, which means that customer relations have to be renewed and re-cultivated in many companies. New materials, new methods are revolutionizing industry, and many manufacturers are already blueprinting new enterprises for the post-war era.

Color ads in *Time* and *The Post* will dramatize the story of ventilation in terms of its vast benefits to the public generally, while full-page ads in the business publications will offer engineers and designers helpful literature. The efficiency of Ilg equipment will be underscored with descriptions of its uses in war industries and by our armed forces on land, sea, and in the air.

Howard H. Monk and Associates, Rockford, Ill., places the account.

## No 40-Hr. Week on Farms

The American Dairy Association will use a number of leading newspapers and radio stations this Spring and Summer to impress consumers with the magnitude of the job confronting the nation's dairy farmers in the food requirements of the armed forces and the civilian population. The campaign is designed to give them an insight into the problems which are causing butter and dairy products shortages, on the theory that they will be inclined to minimize personal discomforts, once they realize what the producers are up against.

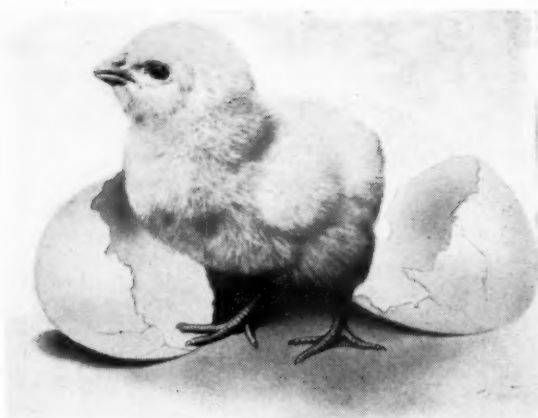
Military and lend-lease needs will cut deeply into the nation's milk supply. There's butter, for example. Every creamery with an output of 12,000 pounds or more has been ordered to set aside 30% of its production for feeding our fighting men and Allies. Estimates of the amount of milk which can be produced this year place the figure at 122,000,000,000 pounds. This should be sufficient to take care of the nutritional requirements of the civilian population after government goals have been met, but dairy farmers and their families will have to work long and hard—from dawn till late at night, seven days a week—to fulfill these aims. And they'll have to tackle the job with fewer men, less equipment and supplies than they have been accustomed to. These are a few of the facts the association will bring to consumers' attention, while offering practical suggestions for using available supplies of dairy products wisely.

Campbell-Mithun, Minneapolis, is the agency.





1.



2.

## The Advertisers' Animal Kingdom

If you're a typical American, you're probably a sucker for animals—all the way from Mickey Mouse and My Own Bruce to the duck that quacks in the nursery and The Little Red Hen. Advertisers have found myriad ways to employ animals as sales-builders, mostly through the use of them as trade characters. Musing over some of advertising's famous pets, the editors of SM grew sentimental, roped off these two pages for a zoo. We find the animals currently busier than ever, and many of them, just like movie stars, are helping in one way or another, to further worthy war causes.

1. Elsie is advertising's own Mae West. Fame—why she's toured the country in a specially constructed boudoir, has participated in radio programs, and is the mother of a child prodigé, Beulah. Elsie made her debut in *Life* on May 1, 1939, and has been a permanent part of Borden Co.'s advertising and promotion ever since. Like all good citizens, she's working for Uncle Sam in a series of display cards which Borden has contributed free to the National Nutrition Program.

2. This Little Chick has helped to hatch plenty of sales for Bon Ami since 1904 when it was adopted to tie in with the product's slogan, "It hasn't scratched yet." Bon Ami executives credit Little Chick with having done a whale of a job in building and maintaining brand identity for the cleanser. Naturally, it appears on every piece of Bon Ami sales promotion, on counter cards, and all advertisements. Many women refer to Bon Ami as "the little chick" scouring powder.

3. Blackie & Whitey have helped to sell Black and White Scotch since the latter part of the 19th Century when they were chosen as the brand mark. The dogs were selected because they were pedigreed prize-winning dogs, the best in their class, and because they so aptly represented the trade mark. Today they're not eligible for the WAGS, but they're helping The Fleischmann Distilling Corp. to promote such vital war projects as the need for fuel conservation and fat salvage, and the wider sale of war bonds.

4. Whitey, the famous Carstairs seal, has enlisted to work in a new series of newspaper advertisements to back war-winning ideas which the Government is trying to get across. Whitey is a slogan-born seal, an outgrowth of the Carstairs slogan, "The Perfectly Balanced Blend." Barnum & Bailey have had their eyes on Whitey ever since he made such a hit in an animated display piece, where he performed feats of balance.

**SAVE  
precious fuel**



*Blackie:* "See, Whitey—we can still be warm without using too much precious fuel."  
*Whitey:* "Yes, Blackie—but what should people do who have no replacements?"

**IMPORTANT**

The less fuel we all use this winter, the more tankers, trucks and manpower will be available for the nation's war emergency! You can save up to 50% of your fuel: 1. by checking your heating equipment—to make sure it runs properly; 2. by making sure your home is heat-tight—to prevent leakage! For a practical list of fuel-saving suggestions, consult your local heating expert.



**"BLACK & WHITE"**

*The Scotch with Character*

BLENDED SCOTCH WHISKY • 50.3 PROOF

3.

COPYRIGHT 1942, THE FLEISCHMANN DISTILLING CORP. • NEW YORK •





4.



5.

Bull Durham goes back to the days of Blue and the Gray. At the close of Civil War, John R. Green, of Durham, manufactured a tobacco called "Durham Tobacco" and, to protect his identity, he used as a trade-mark picture of his next door neighbor's bull. When The American Tobacco Co. took over the brand in later years, it just came along for he was already inseparable part of the product. Bull Durham is slated to continue as an ace tobacco salesman until the cows come home.

You can forget all about Mary's little lamb—it just went to school . . . but Old Angus' gentle lamb has gone to town . . . in helping to introduce Old Angus America in 1938 and later in serving as a brand mark, and in selling the slogan, "A noble Scotch—Gentle as a lamb." Now the lamb has been adopted as a neck charm for bottles of Old Angus, and is used in all advertising and promotion.

7. Brer Rabbit came right from the folklore of literature to become an integral part of the folklore of advertising. Penick & Ford, Ltd., Inc., chose him as a trade-mark some years ago because the majority of people at some time or other had read and loved the Uncle Remus stories about him. It was a matter of pleasant association. He's been used on the package design, as the inspiration for the brand name, and in all advertising.

8. Chessie was first used by Chesapeake & Ohio Railroad Co. in the Fall of 1933. Various means had been used to publicize the new air-conditioned car equipment. What was to be a "one shot" ad used for an illustration a reproduction of the etching of a sleeping kitten. The now famous "Sleep Like a Kitten" was the headline. Ever since that first venture, Chessie has appeared in all advertisements as a symbol of travel comfort. Today she's snoozing contentedly on a C & O calendar, telling civilians that soldier and essential travel come first.

8.

7.



*In two shakes of a lamb's tail..*



you can discover the satisfying taste of

**OLD ANGUS**

Blended Scotch Whisky

A NOBLE SCOTCH

*"Gentle as a Lamb"*

• One sip tells the story! And the story goes something like this . . . "Old Angus, with its rare smoothness and its unusually fine liqueur quality, makes a perfectly delicious Scotch highball that's gentle-as-a-lamb."

8 YEARS OLD 86 PROOF

Your Guide to Good Liquors



Copyright 1940, National Distillers Products Corporation, New York

6.



## OUR PROBLEMS REQUIRE THINKERS

YOUR IDEAS ARE NECESSARY AND VITAL IN PLANNING NEW PRODUCTION METHODS THAT WILL CONTRIBUTE TO

*Victory*

MAKE A SUGGESTION EVERY WEEK



GIVE US YOUR IDEAS

*and Win*  
A CASH AWARD

MAKE A SUGGESTION EVERY WEEK

## Don't Be DISCOURAGED

IF YOUR FIRST SUGGESTIONS AREN'T



Even Lou Gehrig Was Sent Back To The Mound

Before He Made Good With The Yankees

**TRY AGAIN**

MAKE A SUGGESTION EVERY WEEK

Psychology, patriotism, and a "pot o' gold" combine to produce active employee participation in company suggestion systems . . .

# Suggestion System Turns Up Thousands Of Efficiency Ideas for Illinois Central

Since it was started in 1939, the IC's plan for paying employees for money-making and waste-eliminating suggestions has pulled in more than 70,000 ideas, over 8,000 of which were adopted and paid for. Total cash payments to date exceed \$88,000.

Based on an interview by Lester B. Colby with

**H. C. MARMADUKE**

*Manager, Employees' Suggestion System  
Illinois Central Railroad*

**T**HE Illinois Central Railroad has 42,986 employees. In the three years and ten months during which the railroad has had a successful and workable Employees' Suggestion System in operation, it has received 70,292 ideas. Of these 70,292 ideas, 8,348 have been adopted. For every suggestion accepted a cash payment is made, ranging from \$5 to a top without limit. Total cash payments to January 28, 1943, totaled \$88,734.30.

One employee in the passenger department has won 81 awards; another, in the mechanical department, 76. A worker in the railroad shops submitted a single suggestion which was so good that he was voted \$1,000. Later, after

records had been kept, he was given an additional \$1,605. That meant that he was rewarded to the amount of \$2,605 for a single suggestion.

"I'm hoping, all the time, that we will get a \$10,000 suggestion," says J. L. Beven, president. He will be a very happy man, he adds, when some worker comes up with the answer to the \$10,000 question.

"Don't think for a minute that we are being loose with company money," commented H. C. Marmaduke, manager of the Employees' Suggestion System. "Every dollar we give to an employee for keeping his eyes open pays real dividends. To earn a reward, the idea must in some way improve transportation, facilitate in some manner

operation, or it must save money.

"The committee estimates the value of the idea and determines the initial award accordingly. Records are kept and if, at the end of the year, cash profits have been noted, the award is increased to represent 10% of the total money thus saved. That's the reason Mr. Beven is always hoping for bigger and better awards. His enthusiasm spurs everyone, from top executives down, to be eternally on the watch for some idea or refinement which will help production."

At the start there were of course some in the organization who believed that the system would fall by the wayside as had previous efforts. They had a feeling that the cream would soon be skimmed off and enthusiasm would then lag. That has not been the case. Instead, interest has grown.

During the first year 16,902 suggestions were received; the second year, 18,014; the third year, 18,820; in ten months of the fourth year, 17,366. The soundness of the ideas also improved. The number of awards given increased in like manner: first year, 1,147; second year, 2,123; third year, 2,445; in ten months of the fourth year, 2,633. Money and payments authorized, also increased: first year, \$10,565.50; second year, \$21,128.80; third year, \$27,460; in ten



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EVERY

YOU DOING YOUR PART



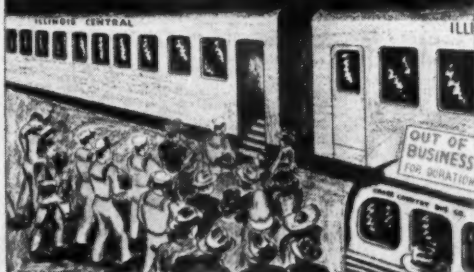
THEM OR US

EFFORT HELPS TO GET THE  
ES TO OUR ARMED FORCES  
CAN WE DO BETTER!

A SUGGESTION EVERY WEEK

WHAT DO YOU SUGGEST

*DURING PRESENT  
WAR CONDITIONS*



TELL US HOW TO IMPROVE  
PASSENGER SERVICE  
WITH EXISTING EQUIPMENT...

MAKE A SUGGESTION EVERY WEEK

THERE'S A POT O' GOL

*Waiting*



for SOME EMPLOYEES  
WHO CAN SUGGEST  
SUBSTITUTE MATERIALS  
FOR THOSE HARD TO GET

NEW WAYS TO DO THINGS...  
NEW METHODS TO REDUCE WASTE...  
ARE MONEY MAKING IDEAS TO WORK ON

MAKE A SUGGESTION EVERY WEEK

... the "you" attitude in these posters pays dividends in the waste-saving plans contributed by Illinois Central employees.

months of the fourth year, \$29,581.

"Employees' suggestion systems are almost as old as industry," said Mr. Marmaduke, "and plans have been tried by practically every type of business. It is a matter of record that only a few are successful. For a number of years we on the Illinois Central experimented with home-made plans to develop constructive thinking and to bring forth ideas from the rank-and-file employees. None of them had the desired results. Yet we learned as we went, and we benefited by following rigidly six main rules:

"To be successful, an employees' suggestion system needs: (1) complete anonymity on the part of the employee making the suggestion up to the time the awards are announced; (2) the active, enthusiastic, top-flight backing of management; (3) utmost fairness and thoroughness in the consideration of ideas; (4) generosity in the making of awards; (5) full-time supervision, and (6), most important of all, company-wide faith in the plan, combined with willingness on the part of all actively engaged in its direction to work hard and to really want to put the enterprise over.

"Unless all of these rules are followed, my suggestion would be to give up the job before it is begun. I believe I can make clear, in a few words, why I feel this way.

"The last previously organized suggestion plan on our railroad was called the 'Illinois Central Bureau of Awards.' It was operated from June, 1937, to March, 1939—a period of 21 months. The plan provided for the

submission of suggestions over the signature of employees, although anonymous consideration was safeguarded beyond that point.

"The response was unsatisfactory: (1) because of the poor set-up which did not provide proper channels for the consideration of suggestions; (2) lack of proper publicity to enlist the interest and thinking of employees and, (3) inadequate monetary recognition to award winners. A suggestion system cannot be successfully operated under such conditions.

### 30,000 Brains Put to Work

"To illustrate that the Bureau of Awards plan did not have the desired results, I need but to point to these results: only 1,135 suggestions were received from the 30,000 employees; only 29 were adopted; and only \$475 were paid to employees. Apparently something was wrong with the plan.

"J. L. Beven was elected president of the I. C. in 1938. Son of a locomotive engineer who retired with more than 50 years of service, he had entered the employ of the company when only 13 years old. Coming up through the ranks the hard way, Mr. Beven knew that the men on the firing line had many opportunities to offer concrete and constructive suggestions.

"Unfortunately, when he was on his way up, it was not the custom of the times to expect or accept suggestions from employees in the ranks. In fact, they were all too often discouraged and frowned upon, particularly if they emanated from the younger men. Mr.

Bevan felt that with 30,000 experienced employees we had 30,000 brains, 60,000 eyes and 60,000 ears, and, with proper encouragement, we should be able to get ideas which would help us to improve efficiency in operations, to eliminate or to control waste.

"He appreciated that the man behind the wheelbarrow, the man working on the lathe or desk—no matter where—knew more about his particular job than did any other person; he also felt that if opportunity to express ideas were presented many worthy suggestions would be forthcoming.

"After some preliminary discussion, a firm of industrial engineers, Industrial Equities, Inc., of Chicago, was engaged to survey the property and to install a proved system especially adapted to the company's requirements. The plan was started with a working staff of two people; now it is a department with a staff of ten. The fact that the system was established by the order of the president assured employees that it was the desire of the management, from the very top down, to be fair and impartial and to have the plan succeed."

Operation of the present plan is based on the premise, Mr. Marmaduke explained, that each suggestion is an employee's brain-child, and that it must be considered with an open mind in an endeavor to accept it in whole or in part. Should any action whatsoever be taken, even opposite to that suggested, as a result of thinking started by a suggestion, the employee submitting it would receive full credit and an appropriate award.

MARCH 1, 1943



The method of handling the suggestions is of first importance. In addition to the general committee, which had as its members up to Aug. 20, 1942\*, ranking officers from each major department and an employee representative, there are fifteen so-called division committees who report to the general committee. All suggestions are received by the division committees for initial consideration.

Each suggestion is mimeographed, and copies are distributed to committee members one week in advance of the meeting at which it will be considered. Meetings are held each week by all committees.

A typical division suggestion committee, before the reorganization, was comprised of the superintendent as chairman; the chief clerk as secretary; master mechanic, train master, division storekeeper, an employees' service club president, division traffic agent and traveling auditor. These committeemen discuss and investigate the merits of the suggestion and then either decline or recommend the suggestion to the general committee in Chicago for final action.

It is believed that these local groups can best recommend awards because they are in contact with local conditions and problems. Recommendations for awards are forwarded to the office of the manager where they are summarized and distributed to members of the general committee. Prior to the weekly meeting, they are fully investigated by each department's representative on the committee who is in a position to take the necessary executive action.

### Good Ideas Never Overlooked

The general committee makes the final decisions in order to make awards comparable and in line with company practice. This routine also provides a check against the possibility of duplicate awards for the same ideas. As an additional insurance that good ideas will not be overlooked, the suggestions which are declined by the divisional committees are also forwarded to the office of the manager where they are frequently reviewed by committee members. This is because what may seem to be impractical today may, in the light of a changed tomorrow, prove worth-while.

Many suggestions have in this manner been reopened and subsequently adopted on the initiative of the committees. There also are cases where the man who made the suggestion, feeling that somehow he has failed to

put his idea across, has rewritten his suggestion to further clarify it, and there are instances where it has then been accepted. This in itself has had a stimulating effect.

In order to keep the plan from interfering with other work, the committee members are changed from time to time. This also tends to "expose" more executives to the working of the suggestion system, with an increased interest on their part as a result.

"I have often been asked how labor organizations react to such a system," said Mr. Marmaduke. "The answer is that we made it very plain in the beginning that the plan was not for abolishing jobs. Rather it was, through the elimination of waste and claims, both personal injury and freight, through improved efficiency and new business (other than that obtained through traffic tips which the suggestion committee does not deal with), that we create job permanency or added employment and would be doing things that would redound to the benefit of employees making such improvements possible.

### Labor Unions Have Vote

"Early in the plan Mr. Bevan invited the General Chairmen's Association, representing some seventeen labor organizations, to select one of their men to be a member of the general suggestion committee and to have full voting power the same as the railroad officers on the committee. Their representative has been present at the weekly meetings and has had an important and valuable part in the discussions."

Each suggestion blank, neatly printed, is unique in that it carries the admonition, "Do not sign your name." Each blank carries a serial number and the worker handing in the suggestion tears off an identification coupon imprinted with the same number. This he retains. On the part of the blank to be handed in he finds the words:

"I suggest that —"

His suggestion follows, written as clearly as possible. At the bottom are questions to be answered, such as:

"Is this your original idea?"

"Is this suggestion being submitted by one person?"

"If not, by how many?"

Then —

"I think this suggestion should be adopted because ....."

The purpose of the final line is to enlarge and to clarify the worker's thought; to give him a chance to "sell" the idea a little more fully to the committee. Some, otherwise (experience has shown) will be all too brief.

Suggestions are stimulated by post-

ers displayed at various locations over the railroad, monthly bulletins giving the names of all award winners, presentation of awards before groups of employees, articles in the *Illinois Central Magazine*, talks by various members of the Illinois Central organization, personal consultations, etc.

### Workers Are Kept Posted

Bulletins are issued regularly. They keep the workers who have suggested ideas posted. Code numbers, which only the holder of the stub can identify as his own, are published under such headings as:

"Suggestions adopted."

"Suggestions requiring discussion."

"Suggestions held for further investigation."

"Suggestions previously declined but reopened; now being investigated further."

"Suggestions which, after investigation, were found not practical."

"Suggestions which represent clear thinking, but which cannot be employed profitably. Holders are invited to contact the manager to learn in detail why their ideas cannot be adopted."

"Suggestions investigated and found to be in effect insofar as practical."

"Suggestions representing ideas previously considered."

The bulletin also carries a "results" announcement which might read like this:

#### THE RECORD THIS WEEK

63 awards .....	\$742
Increase .....	50

Total .....	\$792
-------------	-------

Colorful weekly thought stimulators are displayed over the suggestion boxes which are distributed throughout the system—in shops, stations, offices, roundhouses, freight houses, etc. These thought stimulators keep the suggestion system constantly in the minds of employees and at the same time call attention to specific subjects which might yield gold. Pep posters cheer the workers on with such sentences as:

"Don't be discouraged if your first suggestions are not all hits."

"All stars must train, so train your thoughts for crack suggestions and you, too, will become a star."

In August, 1942, the Employees' Suggestion System was enlisted in the national War Production Drive, thus giving particular emphasis to ideas which will expedite production by increasing the general effectiveness of the Illinois Central in the war effort. Under this plan both labor and management have equal representation on

SALES MANAGEMENT

\* (On this date the plan was made a part of the War Production Drive and the personnel of the committees was changed).

## "Thanks for helping"

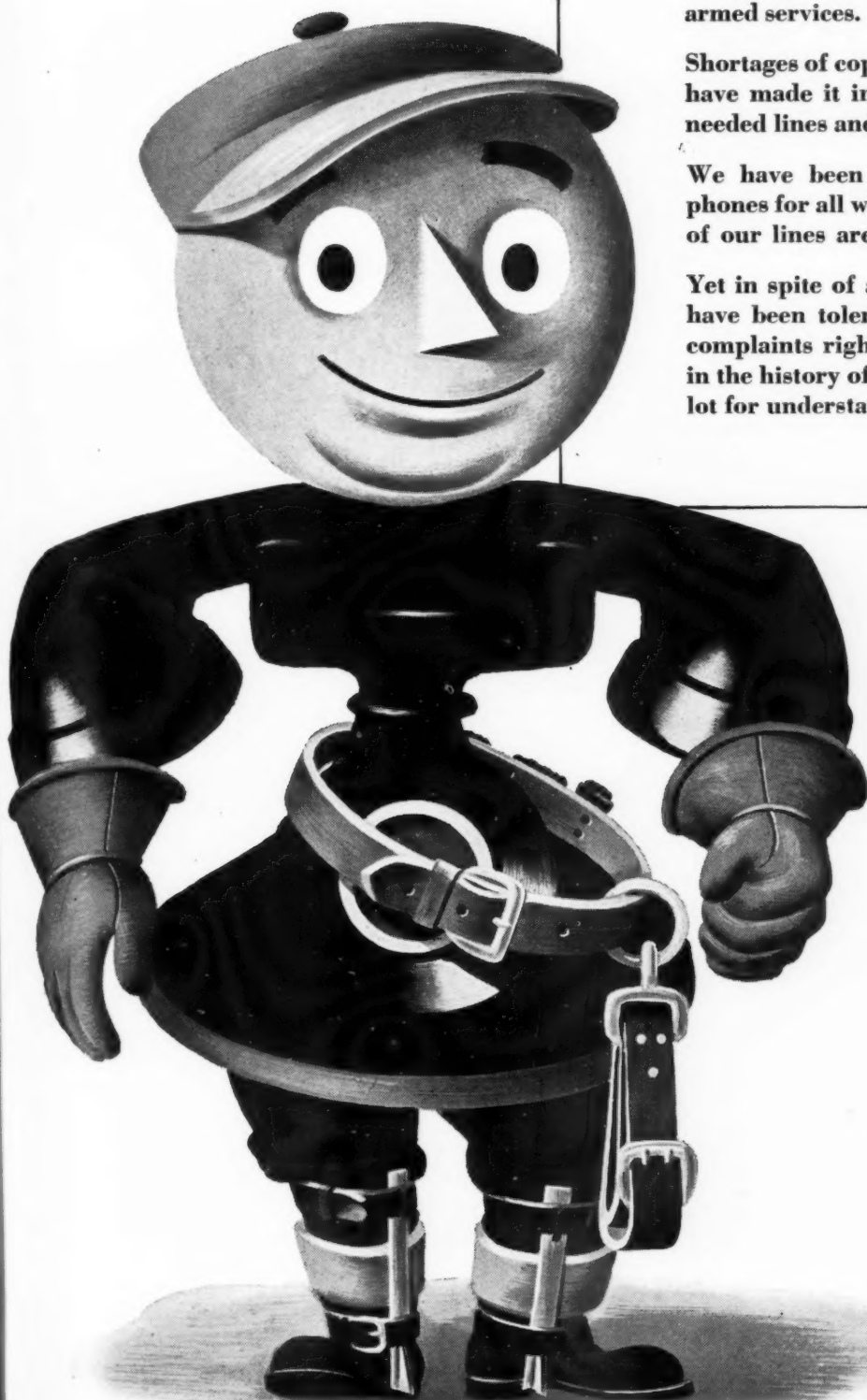
We are grateful for your help in difficult times.

Here in the Bell System we have seen some 43,000 of our people go into the armed services.

Shortages of copper and other materials have made it impossible to add much-needed lines and equipment.

We have been unable to install telephones for all who want them and many of our lines are overcrowded.

Yet in spite of all this, telephone users have been tolerant and we have fewer complaints right now than at any time in the history of the business. Thanks a lot for understanding.



**BELL TELEPHONE SYSTEM**

**WAR CALLS  
COME FIRST**



each of the suggestion committees.

Likewise, in recent months a considerable share of the posters and other matter to encourage a greater flow of suggestions have urged all workers to give thought to ideas that may in any way work to help win the war.

*"We have had suggestions so good along this line that we have passed them on to the Federal Government," said Mr. Marmaduke, "and we know that some of them have been passed on to our Allies in the war. So, we are quite sure, we have developed some real ideas found to be valuable to the United Nations. Could there be any better proof of the worthwhileness of what we are doing?"*

Some of the ideas which have paid dividends to employees are: A method for reclaiming passenger car storage batteries, \$680; a plan affecting the replacement of worn castings on coal cars undergoing general repairs, \$2,600; a press developed for reclaiming safe-end dump doors on hopper coal cars, \$675; a mechanical chute for coaling locomotives, \$610; a substitution of soft steel for copper which

would release copper for war work, \$288.

"More than one executive, after serving on the committee," said Mr. Marmaduke, "has confided to me that his experience has been like a refresher course. It has brought him back closer to the details of railroading. He has remarked, in all frankness, that he's a better official for getting many close-up pictures of the system's problems. I haven't found one who didn't think that the extra work he put in with the committee was more than worth while."

"Among the rank-and-file of workers, the experience has increased their enthusiasm and interest in their work because they know and realize that they have a voice in the conduct and operation of the railroad; also they have added incentive because it gives them an opportunity for added compensation.

"Through the suggestion system we are utilizing heretofore idle thinking power. A new strength has been developed which has proved to be, and I am sure it will continue to be, an integral part of the war effort."

and Mr. Witherow.

If you will take the full text of Mr. Witherow's comments in connection with the "Milk for Hottentots" in his War Congress address, or the statements he made on the same subject in a more recent address at Chicago, copy of which is attached, I feel sure you will agree with me that you have misunderstood him.

On page 16 you say, "Let's turn Mr. Witherow's statement around a little bit. Instead of our giving every Hottentot a quart of milk a day, let's assume that through guidance, technical advice and capital investment we help to set the Hottentots up in the dairy industry. . . ." That latter sentence is exactly Mr. Witherow's philosophy, as you will find on reading the two enclosures.

WILLIAM V. LAWSON,  
Director of Public Relations,  
National Assn. of Manufacturers,  
New York City, N. Y.

## Save Commerce?

Editor, SALES MANAGEMENT:

I rather hesitate to address a letter as suggested in your editorial on page 15 of the February 1 issue of SALES MANAGEMENT. It seems to me that all of us are going to have to curtail and retrench, and while this move may be an inconvenience, it does reduce the budget of non-war activities and unless we all feel the same about such things, no progress is going to be made.

There is no doubt but what the men now holding these positions can be fitted in elsewhere and to the country's advantage, and there is nothing to keep them from coming back when we have accomplished our purpose across the water.

R. F. STILZ,  
General Manager,  
Paper Package Co.,  
Indianapolis, Ind.

(Mr. Stilz refers to the paragraphs in Significant Trends headed "Save the Department of Commerce." While SM applauds in general the sentiments in Mr. Stilz' letter, we point out that we were arguing for the rights and needs of business organizations who utilize the facilities of the Bureau of Foreign and Domestic Commerce rather than for the rights of men now connected with the district offices of the Bureau.

Business in general, and sales organizations in particular, are going to be very much on the spot when the war is over and the nation will demand full employment and full production. In fact, the full brunt of the post-war period will fall on the sales department. In order to do an intelligent job of post-war planning aimed at prompt and efficient re-conversion, business needs information which is obtainable through no source other than the Bureau of Foreign and Domestic Commerce. Therefore we believe it is very much in the public interest that the twelve regional offices of the Bureau be allowed to continue in operation. The amount of money required to support them is far overshadowed by their value as agencies contributing to constructive post-war planning.—The Editors.)

## Voice from Johnstown

Editor, SALES MANAGEMENT:

We cannot agree with the Bureau's placing Johnstown in the B2 areas. According to their story, B2 areas are those with above average, or most rapid wartime growth. As far as Metropolitan Johnstown and our en-

SALES MANAGEMENT



## Protocol for "E" Ceremonies

(By Postal Telegraph)

Please rush copy containing article on how to arrange Army-Navy "E" program. Thanks

Howard Swink Advertising Agency,  
Marion, Ohio

(Because so many other companies may want help in planning a suitable program for an "E" award, we call special attention to the article the Swink agency called for: "So You've Won an Army-Navy 'E'?" Then Let's Plan the Ceremony!", SALES MANAGEMENT, October 1, 1942.—The Editors.)

## Milk for Hottentots

Editor, SALES MANAGEMENT:

I should greatly appreciate receiving reprints of the articles on post-war planning which have been published in SALES MANAGEMENT to date. I should also like to congratulate Mr. Salisbury on his magnificent editorial commenting on Mr. Witherow's speech before the annual convention

of the National Association of Manufacturers in December. It was one of the most thoughtful and clearly expressed comments I have ever read on this highly controversial subject.

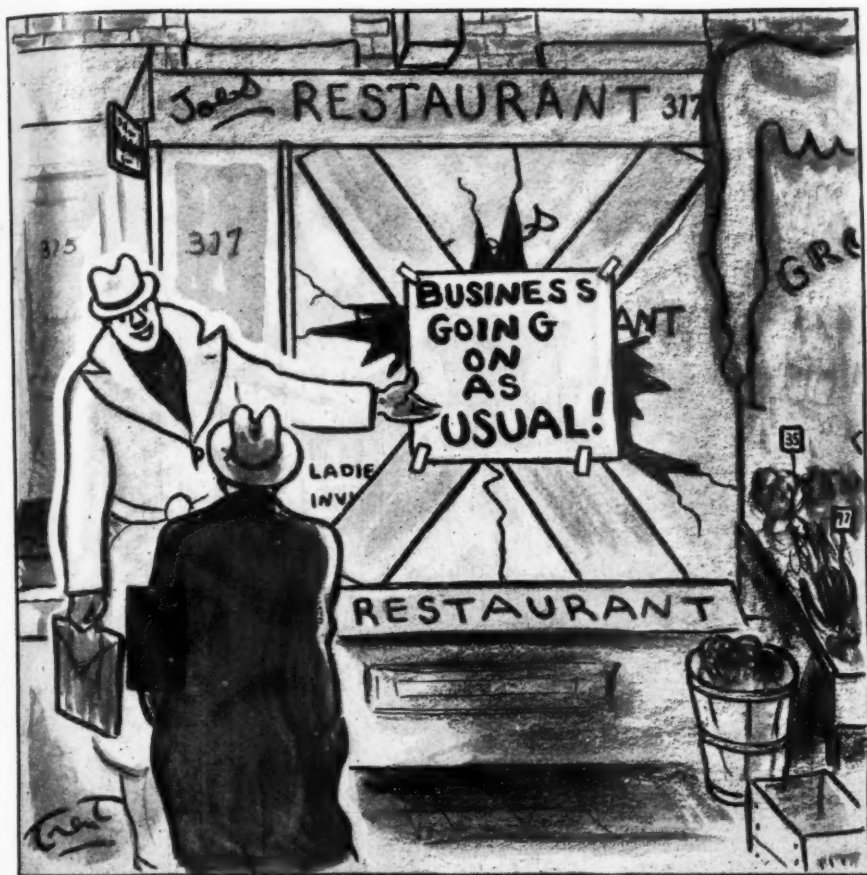
I hope in your succeeding issues you may make editorial comment on the activities of the Committee for Economic Development of which Mr. Paul G. Hoffman, president of Studebaker, is chairman. From the press accounts of this committee's objects, and the manner in which it proposes to function, it would appear that we, in industry, are at last on the right track. As Mr. Shaner of Steel puts it, "We may be able to do away with the theme, 'Industry condemns this or that as un-American', and substitute the more constructive 'Industry proposes to do thus and so.'"

GEORGE L. DAVIS,  
Vice-president,  
Diamond Power Specialty Corp.  
Detroit, Mich.

Editor, SALES MANAGEMENT:

I was very much interested in reading the editorial "Milk for the Hottentots" in "Significant Trends" in SALES MANAGEMENT . . . I believe there is not the slightest bit of difference of opinion between you





"Shall we go in and ask them how they do it?"



tire trading area is concerned, population has dropped slightly since the 1940 census. We certainly know population has dropped in Greater Johnstown.

We have, for the past year and a half, in all our contacts, stressed the point that Johnstown is not a wartime mushroomed city. All the people employed in the Johnstown area are people who have lived there for many years and will continue to live there after the war is over.

In view of the known facts, known to us, we really believe Johnstown belongs in the class D2 areas; those areas which grew very little or not at all during the war and which, in the light of past performance, have little prospect of post-war growth. As you know, industry in Johnstown is limited almost entirely to the manufacture of steel and steel products and the mining of coal. Industry of this type, therefore, certainly should not have any trouble reverting to pre-war activities after the conflict is over.

A. D. SCHROTT,  
National Advertising Manager,  
The Johnstown, Pa., Tribune

(Mr. Schrott refers to the article by Dr. Philip M. Hauser, Assistant Director, Bureau of the Census, in the February 1 issue called "How Permanent Will Wartime Shifts in Population Be." Mr. Schrott deserves a plaque for his honest statements about Johnstown's future.—The Editors.)

Editor, SALES MANAGEMENT:

Thompson's Scratch Pad is tops—We need humor now, if ever. Cut out anything but that!

F. J. BROWN  
Vice-President,  
Bastian Bros.,  
Rochester, N. Y.

## Fan Mail for Jenkins

Editor, SALES MANAGEMENT:

Will you be kind enough to send me reprints of all of the nine articles on Post-War Planning in the series that has been running?

I should like to have two copies of the one that ran in the February 1 issue entitled, "In the Best Interest of All Selling, Should We Kill Straight Commission?" ... I have been one who has thought that much of the talk about post-war planning was bosh, but this last article in the February 1 issue hit me right between the eyes.

H. R. CRAMER,  
Vice-president and Manager,  
Grocery Products Department,  
General Mills, Inc., Southwestern Div.,  
Oklahoma City, Okla.

Editor, SALES MANAGEMENT:

I have just completed the article entitled "In The Best Interest of All Selling, Should We Kill Straight Commission?" which appeared in the February 1 issue of SALES MANAGEMENT.

I cannot praise this article too highly and there is no question but that such a presentation has never been offered before in SALES MANAGEMENT.

If at all possible, I would like very much to distribute about six reprints of this article among the executives in our organization and, therefore, would appreciate receiving these reprints if they are available, for which I thank you.

W. A. NEWMAN,  
Division Sales Mgr.,  
Niagara Duplicator Co.,  
San Francisco, Calif.

Editor, SALES MANAGEMENT:

I have just completed the second reading of the article, in the February 1 issue of your magazine, entitled "In the Best Interest of All Selling, Should We Kill Straight Commission?" by W. R. Jenkins.

Because of the nature of the subject matter, I doubt that very many sales managers will laud this article because it strikes too close to home. For my part, however, I am perfectly willing to take my bawling out, although some of the charges made in the article definitely do not apply in the case of this company. However, there are so many excellent points obviously beneficial to all sales managers, and these points are so forcefully presented, that I consider the article one of the finest contributions to sales management that I have ever read.

DAYTON SALES MANAGER

Editor, SALES MANAGEMENT:

I have just finished reading, in the February 1 issue of SALES MANAGEMENT, the article contributed by Mr. W. R. Jenkins, entitled, "In the Best Interest of All Selling, Should We Kill Straight Commission?" Permit me to say I have found the discussion extremely interesting as well as educational, and I am quite in agreement with the editors of SALES MANAGEMENT that it is a distinct contribution to thinking in the field of marketing.

It will be appreciated if you will send to me a reprint of this article.

F. W. MAISIE,  
Manager, Sales Research,  
American Mutual Liability  
Insurance Co.,  
Boston, Mass.

(Requests for reprints of the post-war articles continue to fall like the April rain in SALES MANAGEMENT's New York office. Among scores of companies that have called for them within the past fortnight: Aluminum Cooking Utensil Co., Goodyear Tire & Rubber Co., Montgomery Ward, Warner & Swasey Co., Devoe & Reynolds Co., Pet Milk Sales Corp., Wilson & Co., Lehn & Fink Products Corp., Loose-Wiles Biscuit Co., Rexair, Inc., RCA Victor Division, Radio Corp. of America, American Airlines, Frigidaire Division General Motors Corp., Gulf Oil Corp.—The Editors.)

## Employee Suggestion Systems

Editor, SALES MANAGEMENT:

Consideration is being given to the establishment of a house organ as well as to a suggestion box plan. It occurs to me that your magazine has at some time prepared material on both these items. If you have, and such is available, it will be most appreciated. We manufacture radio tubes and electric incandescent lamps. Presently our entire production on radio tubes and most of our production on lamps has been drafted by the armed forces. Production is in several plants. . . .

RUSSELL W. METZNER,  
Sales Manager,  
Ken-Rad Tube & Lamp Corp.,  
Owensboro, Ky.

(SM anticipated the wave of interest in suggestion systems with a group of articles in the October 1, 1939, issue. The title: "Employee Suggestion Systems: A Way to Mine Diamonds in Your Own Back Yard." They reported plans in use by such companies as GE, Sargent, Pennsylvania Railroad, Paraffine Companies, Goodrich, RCA, Bird & Son and Toledo Scale. One of the finest articles of this kind we have ever presented appears in this issue—on page 24. It deals with the experience of the Illinois Central Railroad.—The Editors.)

MARCH 1, 1943

[29]

# Government & Food Industry Team Up In Huge 5-Way National Food Drive

The Department of Agriculture, OPA, OWI, Advertising Council, and Grocery Manufacturers of America are pooling talents and resources to engage in one of the biggest programs for public education thus far tackled as a part of America's war effort. The five campaigns will affect the timing and character of millions of dollars worth of advertising, and may create many new campaigns.

**A** "FOOD - Will - Win - the - War" program, which should have far-reaching consequences and will affect the character of millions of dollars worth of advertising, was formulated at a meeting held in New York on February 19. About 300 persons attended, among them representatives of 50 large food advertising companies and their advertising agencies and members of the Department of Agriculture, the OPA and the OWI. The Advertising Council and the Grocery Manufacturers of America, in cooperation with the various Government agencies concerned, are working out plans for conducting the various campaigns agreed upon.

The overall objective is to educate the public and ensure its cooperation in increasing production, in sharing and conserving food—so that there will be enough for our fighting forces, the home front and our Allies. There will be individual programs based on Point Rationing; Nutrition; Victory Gardens; Farm Goals (increasing production); and Farm Manpower.

Members of the food industry have shown themselves eager to help the public understand the food problem, according to Gardner Cowles, Jr., OWI Director of Domestic Operations, who presided at the meeting. The companies they represent spend more than \$100,000,000 a year on advertising. Without adding to this expenditure, and simply by keying their themes to wartime conditions, they can be of inestimable service to the public and to the war effort.

Under the machinery set up, each plank in the current program will be

organized in the manner of a well-planned advertising campaign. In each instance there is a volunteer co-ordinator, comparable to the advertising manager of a large food company. In each instance he has selected an advertising agency—which also donates its services—to handle the details of the campaign.

The establishment of Point Rationing, effective March 1, finds a sizable group of manufacturers with their ad-

vertising activities geared to the industry-wide campaign. Charles G. Mortimer, vice-president and advertising manager of General Foods Corp., is the volunteer co-ordinator, with J. Walter Thompson Co. serving as the volunteer agency. Suggestions from the "Admakers Handbook for Point Rationing," prepared by the OPA and the Advertising Council, are already in effect among food advertisers.

The handbook explains the reasons behind rationing and outlines, under a list of "5 Things (That) Must Be Done," a workable program which could be adopted by both retailers and manufacturers. Copy themes, headline approach and specific points to be covered are given for each topic. Under Project No. 1, *Relieve Congestion and Confusion in the Stores*, are such suggestions—to be passed along to housewives—as: Shop early (in the week

**...AND I'M GOING TO DO IT THE PATRIOTIC WAY!**

That's the spirit America needs right now. Even more than you know!

Very soon, you're coming right up against a problem that directly affects your family's welfare and the Nation's strength. You'll go to the store with your hand new ration book.

You'll soon find you can't buy nearly as many certain fruits and vegetables as you'd like.

You may find your family needs to keep America strong.

Just because you can't get all you need the easy way, does that mean you're going to give up? Not a bit of it!

If we judge America's determination rightly, you'll roll up your sleeves and say: "Well, I've still got my hands and my own two hands. It's my part. Let's go to work!"

**Why this need is so great**

As the world's largest center for fruits and vegetables, the Nation has gladly undertaken to save every pound of fruit and vegetable possible, and still maintain the Minute Quality.

In spite of numerous wartime shipping problems and many other wartime difficulties, last year's the Minute peak was the largest in our history. But our needs have soared about a third of it.

With wartime enlistment in a boom of our youth and our women—we hope to produce even more food this year.

But we've lost half of this season's peak in already spoken for by the Government. Keeping the rest among the householders doesn't leave the plenty you've used to, any way you figure it.

That's why, it's up to you this year—if you want all the vegetables and fruits your family will need.

You can raise the vegetables we can't grow and

can for you. You can put up the fruit from the single tree or small orchard we can't reach.

Naturally, we don't like to ask you to do this job. It's the Minute's business to give you the work and take you out of the kitchen.

But this is an emergency!

That's why, instead of telling you about the spring and early summer of the Minute Foods, the Minute advertising this spring and summer will urge Americans themselves to plant Victory Gardens. It will point out the need for putting all fruits at home. It will urge every American housewife to join in a cooperative nationwide program to "Save the Surplus to 1945."

Here's how you can join:

- 1. Put in a Vegetable Garden.**—Use every bit of surplus ground. Grow fresh vegetables to supplement the canned foods you buy. Consult your local Victory Garden Committee, visit ours in nursery.
- 2. Plan to put up fruit this summer.**—Every jar of fruit you put up as home use adds to your

family's ration and in addition, will help save surplus fruit from going to waste.

Of course, you can't do more than the first ones, so the Minute has. You can't do your canning right in the hottest areas where such fruit grows best. You can't always be sure of the uniform quality you find in any Del Monte Product. But the surplus we determined you can't do well.

One reason, though, fruits, because of their bulk, cannot, are relatively easy to can at home. But all classes of war and peace, including most vegetables, require special care and special equipment for preservation. Don't ever say anything unless you follow approved methods exactly. For official instructions send for a copy of "Del Monte's War-Time Guide to Home Canning" (free) to: Del Monte Canning, Washington, D. C., or get USDA Home Canning Bulletin No. 1730, or consult your home University or County Extension Service.

**3. Buy rationed foods with special care.**—Choose the Del Monte brand and vegetables you buy with your "points" so that they qualify and rationing will mean least in buying what you need most. Many of these top products are also changeable to use and health value. You can't buy the substitutes with lower "points" value, and still be sure these quality will please your family use your ration book!

It's more important now to get the brand you know. If you prefer the Minute look for it. Make your "points" buy just as much as quality as they do quantity.

Also, it's especially important to plan meals ahead and shop ahead. You'll have to do both make your "points" go further.

And your grocer, more than ever, needs your utmost cooperation.

Added to all his other wartime difficulties, he now has the double job of supplying you—and looking your ration "points" as well.

Only with your understanding help can he do his job the best possible, secure for you early in the week—early in the day—and only as often as you need.

This program calls for thought—cooperation—and extra work. But it's a program every patriotic woman can be proud to follow.

We'll be ready to save you all the ration agencies when the war is over.

But until then, it's what American women will naturally do to do their part—of it's not to keep their family better fed, and strong!

With a food crisis threatening, self-interest is being forgotten by many advertisers. Del Monte in a campaign in 300 newspapers, urges people to plant Victory gardens, to put up fruit and vegetables this summer.

OF COURSE YOU CAN STILL GET MANY

**Del Monte Foods**

TAKE THE VARIETIES YOUR GROCER HAS—"FILL-IN" WITH THE FOODS YOU GROW AND CAN AT HOME

SALES MANAGEMENT



and in the day); shop only once a week, if possible; write down and add up point values on shopping list, before shopping; be ready to tear out correct stamps before reaching cash register; use 8 and 5 point stamps instead of 2 and 1 point stamps, whenever possible.

The other projects, each of which has its plan of treatment outlined, are: *Show Housewives How to Budget Their Points*; *Help Housewives to Stretch Their Ration Points*; *Help Housewives Plan Nutritious Meals Under Rationing* (with the object of raising the level of national nutrition, as the British have done under point rationing); and *Keep the Public Friendly to the Point System*.

### Industry Already in Action

A table of "8 Golden Rules of Food Rationing" is also included in the handbook, and the OWI hopes to have these rules widely publicized. The rules embody some of the principles to be emphasized in the advertising of those cooperating in the campaign, such as, "Share your food with our fighting men"; "Shop earlier in the day, early in the week, and only once a week if possible"; "Shop for . . . unrationed foods where you can"; "Plant a Victory Garden—do all the home canning possible"; "Don't blame your grocer for wartime inconveniences."

Proof of Mr. Cowles' statement that food advertisers are eager to participate in the program is shown in the sizable number of firms that have already keyed their advertising campaigns to the themes chosen as suitable for gaining public support of point rationing. Among these are Libby, McNeil & Libby, with a full page picture-sequence-type ad appearing in newspapers in cities of 50,000 or over; the Kellogg Co., with a 3-column ad in papers in cities of 25,000 or over; General Mills, with full pages in 250 newspapers ("Betty Crocker Explains What You Want to Know About Point Rationing"). Others cooperating are A & P Stores; Campbell Soup Co.; General Foods Corp.; H. J. Heinz Co.; Standard Brands; and the manufacturers of baby foods.

Radio advertisers also fell into line promptly. A special series of broadcasts from February 22-25 inclusive was scheduled by General Mills, with Betty Crocker interviewing such prominent authorities as Secretary Wickard and Prentiss Brown. The A & P-sponsored "Food News Round Up," broadcast twice a week over CBS offers a "Daily Rationing Calendar." Other programs cooperating are: The

O'Neills, Kate Smith, Charlie McCarthy, Information Please, One Man's Family and Listeners' Digest.

Since the point rationing campaign is the first project to get under way on a large scale, results are being closely watched. The stake at issue is a major one. A great deal depends upon the public's acceptance of the measure. With this acceptance, there will be food enough to go around. Without it, there will be confusion, complaints—and black markets.

The Nutrition program, with H. W. Roden of Harold Clapp, Inc., as coordinator and J. Walter Thompson Co., as the agency, has the dual aim of teaching people to eat the *right* kinds of food that are *available*; and of improving nutrition among industrial workers. A nutrition program developed by the Office of Defense, Health & Welfare Service a year ago worked satisfactorily in some respects. The trademark, "U. S. Needs Us Strong," was widely publicized. There was emphasis on the value of eating each day one food from each of the eight groups essential to health. It is said that 2,600 of the 3,000-odd counties in the U. S. had nutrition committees. But, unfortunately, the interest shown was chiefly on the part of the fair-to-upper-income-level groups; while those whose nutrition habits, like their incomes, were poor, were little affected by the program.

Plans are now under way to simplify and dramatize the educational end of the current campaign, through the use of graphic aids, charts so designed as to make it easy to classify foods and eat wisely. Grocers will also be drawn into the project, and it will be made easier for them to participate.

Great importance is attached to the need for better nutrition among war workers. With plants so situated that workers must often travel considerable distances to reach them, breakfasts are often inadequate. The lack of restaurant facilities aggravates the condition. Malnutrition is admittedly a cause of absenteeism and accidents.

### Gardens Campaign Expands

The Victory Gardens campaign, started a year ago, will be greatly expanded this year. Albert Brown, advertising director, Best Foods, Inc., is the coordinator. The goal is 20,000,000 gardens, with 6,000,000 of them on farms—since, contrary to popular impression, farmers are heavy consumers of canned goods. An attempt will be made to enlist the support of entire communities, working from plans that proved successful last year, such as the Pelham Plan, and the plan initiated by the Omaha

*World-Herald*. The railroads have also volunteered to cooperate (perhaps, as Coordinator Brown expressed it, because they hope not to have to haul so many cabbages this year). Some of the railroad companies have offered the use of their land, along rights of way, to employes for gardens.

The Farm Goals program has for its co-ordinator Stuart Peabody, advertising manager, the Borden Co., with Ferry-Hanley as the agency. It has two main objectives. One of these is to induce all advertisers in agricultural media to restate the greatly increased production goals set for U. S. farmers. If, for example, feed is the product advertised, the advertiser might launch his story with the statement, "The country needs more hogs."

### OWI Publishes Time Table

The other objective of this campaign is to accord recognition to farmers, thus boosting their morale. Industrial workers and men in service have been lauded—as they should be; but the farmer is the forgotten man, so far as credit for waging the war is concerned. It is hoped that advertisers will work this theme into their advertising, whenever possible.

The Farm Manpower plank of the program, as its name implies, will endeavor to recruit workers to the farm. Appeals will be made to white-collar workers, students, vacationists—to all who can work on a full-time or part-time basis, to relieve the serious shortage of farm labor. A. O. Buckingham, vice-president, Cluett, Peabody & Co., is the co-ordinator of this program, Young & Rubicam the agency.

A supplementary aid for those wishing to take part in one or more phases of the program is the "Timetable" prepared by the OWI, with specific suggestions for the various months and seasons of the year. The point rationing program, for example, is to start with emphasis on the "why" of rationing and how it works; then to go into a phase of education in ways to use points effectively. By April, as rationing of other foods (meat, butter, fats, oils, etc.) is adopted or seems likely to be imminent, the new themes will be incorporated into the plan. The Victory Gardens program will be coordinated with the calendar, taking geographic differences into account. A significant difference between Victory Gardens and the other wartime food themes was pointed out by Vernon Beatty, advertising manager, Swift & Co., representing the Advertising Council's task force assigned to this project. The other themes are restrictive, but Victory Gardens can be tied to the promotion of a fairly large number of items.





It's true on Main Street, U. S. A., and it's true in Latin-America: Radio advertising becomes more effective when it's backed with sound point-of-sale promotion.

## Radio Advertising as a Selling Tool for Reaching Latin-America

There are two sound reasons why radio is a preferred medium for advertising to Latin-Americans: It reaches large masses of illiterates untouched by printed media, and there's a lot of extra radio circulation in cafes, barber shops and other street locations.

BY J. DAVID CATHCART

*Sterling Products International, Inc.  
Newark, New Jersey*

(This is the third of a series of articles by Mr. Cathcart on selling in Latin-America. The others: "Latin-America: Land of Present—and Future—Sales Opportunity," January 1, 1943, and "An ABC Approach to a Study of Markets in Latin-America," February 1, 1943.)

**M**AYBE Latin-American selling is terribly complicated, maybe there's a difference to it that we haven't yet caught on to. But in our innocence, at the moment—and we seem to be progressing fairly well—our childish simple methods of pursuing sales in Chile, Peru, Cuba, etc., are just about the same as yours for Alabama, North Dakota and Ohio.

Up here, after you've lined up some men into a sales crew (told them they're wonderful and sent them out into the field full of rah-rah and vinegar), you buy yourself some advertising, then proceed to pound your prospects into non-resistance.

Well, we do the same, almost exact-

ly the same. We line up our sales crews (hiring Peruvians in Peru, just as you'd hire Floridians in Florida) and then we buy the advertising. We favor radio. That doesn't mean that we don't like newspapers, outdoor posters, magazines and direct mail. We do like them, we put plenty pesos into each one of them. But radio seems more important in Latin-America, proportionately, because of a couple of points which, although rather obvious, let's mention:

First, there is, as you may know, considerable illiteracy (and illiterates hear better than they read). Some remote areas hit a figure as high as 75% illiterate (though, of course, literacy in the urban spots isn't bad at all). That cuts down newspaper circulation and leaves big chunks of people uncatchable. Newspapers haven't secured the hold on Latin-American peoples that they have here. The U. S. seems to be peculiar in that respect; it doesn't make a very good yardstick for

developing markets in other countries.

Then, too, there's the extra radio circulation that comes from cafes and barber shops, blaring messages through their open fronts, into busy streets (making headaches, helping our Mejoral sales) all day, every day. Add the lesser competition of moving pictures and, all in all, the radio is a *poco*, just a *poco*, more basic to the Latin-American. So to the advertiser it becomes a *poco* more efficient.

Wave lengths and power vary throughout Latin-America, just as they vary throughout the U. S. Big stations in big cities have 10,000 watts; little rural stations use just about enough power to get the signal to the edge of the roof where it rolls off and tumbles down on a bird (not so dumb when you think about it) who spends most of his time there catching *cuarenta* winks.

### Spots at 10¢ a Dozen

Rates vary from station to station (and from buyer to buyer!). We've purchased short spots (25 words) at 1c each. Ten cents a dozen! Thousands for ten bucks! The sales curve doesn't have to hop much to justify that kind of an investment—no?

For a quarter hour, \$15 is pretty big money. I'm looking now at an important basic network (two stations) which runs \$30 per quarter hour and \$70 per half. I have also in front of me at the moment a schedule on a smaller station, an all-right one, the only station in the second city of a Central - American country. Thirty minutes cost \$4.50!

Now, how do we use these stations? Well, for the most part, spots, not "three spots per week," but dozens per day! Here's a Chile schedule, for instance, on Mejoral, our aspirin, that calls for 65 spots every day (over 18 stations) 5 spots lasting one minute each and 60 twenty-words. And, on these same 18 stations, the same days, we'll have 30 Ross Pills or Phillips' Milk of Magnesia spots—90 spots daily from one advertiser! Spots pile up so that it's not unusual for an announcer to sound off with six spots in a clip. We "buy" first position.

Now about programs, we have six good writers (all Latins) here in Newark. They're mighty clever. Most of them held newspaper jobs before descending to pill-peddling. And we have a dozen more good native writers scattered around in our branch offices. This corps does a gorgeous job.

The work of each is available to the others. And our Newark boys keep their ears open for U. S. programs worth adapting and purloining. As a

SALES MANAGEMENT



*Packages* for Rosy Cheeks -



and Sparkling Eyes

A vitamin package holds more than tablets, capsules or liquid.

It holds normal growth and strong bodies for vitamin-deficient children . . . better health for adults.

To package such precious things, vitamin makers choose trustworthy Duraglas containers. For a Duraglas package protects its contents, can be resealed against air and moisture.

To other products, too, the Duraglas technique brings the advantages of strong, lightweight, economical glass containers — a packaging improvement here today . . . for tomorrow as well. Owens-Illinois Glass Company, Toledo.



**OWENS-ILLINOIS GLASS**

Developers of *Duraglas* — The Improved Technique in Glassmaking  
MARCH 1, 1943

### Some of Sterling's Latin American Stations:

Buenos Aires	—Radio El Mundo	—50,000 w.
Buenos Aires	—Radio Belgrano	—50,000 w.
Montevideo	—Carve	—15,000 w.
Santiago	—Agricultura	—10,000 w.
Lima	—Nacional	—10,000 w.
Rio	—Nacional	—50,000 w.
Sao Paulo	—Record	—20,000 w.
Porto Alegre	—Farroupilha	—25,000 w.
Mexico City	—XEW	—100,000 w.
Mexico City	—XEQ	—50,000 w.
Havana	—CMQ	—25,000 w.
Havana	—Cadena Azul	—15,000 w.

Sterling uses a total of 230 stations.

result, we have shows that rate well on every local Crossley (or reasonable facsimile).

"*Colegio del Amor*" (College of Love) is 30 minutes of humorous and instructive chatter on love-making. The audience sends in problems, sweet phrases, odd proposals, embarrassing incidents. Prizes go out for the best letters. Latins consider love-making an interesting hobby, this program enjoys encouraging popularity.

### From Soap Opera to Poetry

"*El Juicio Final*" (The Judgment Day) we took off the air because it seemed to be drifting too deeply into history. But the thing was clever, with humor galore. For 30 minutes characters of mythology and history, just awakened by the blowing of Señor Gabriel's horn, chatted—Napoleon with Wellington, Nero with a Buenos Aires fire chief, Henry VIII with his eight wives!

"*Juan de Dios*"—Juan is a bandit. This is soap-opera stuff with a male, as well as female, appeal. He's accused of the murder, a cold-blooded, knife-in-the-back, gory, don't-let-it-happen-again kind of thing. But did

he do it? Does he trap the real killer? Does he? Tune in Friday, same time, same station.

"*Fú Manchú*"—your old friend, the sinister slant-eyed Oriental (Oriental—not Chinese) sinisters slinkily for fifteen minutes, here and there, giving Ross Pills a push with each sinister.

"*Cuarto de Hora Lirico*" (fifteen minutes of poetry) bubbles rhymes old and new. Latin ladies, and *hombres* too, have a love for poetry which seems strange to our materialistic minds. A well-turned phrase, to them, is a thing of beauty, not something to be avoided. Who's to say that they're wrong? At any rate, this program of ours, though new, seems to be going over nicely.

"*Identifique la Pelicula*" (Name the Film) is an audience-participation show asking listeners to write letters. So is "*La Corte de los Milagros*" (The Court of the Miracles), the old stunt of getting crutches for a man who needs them by airing his letter. This goes over nicely.

"*Amores Famosos*" (Famous Loves) just oozes goo. Cleo coos to Marc and Marc coos back to Cleo, giving the young 'uns ideas—ideas that they've got Marc licked all hollow. "*Don Me Opongo*" (Mr. I Oppose) is a dialogue; an unhappy guy agrees with nothing, including the commercial.

### Life Is Never Dull

"*Matador Time*" is sports stuff, a résumé of the day's bull fighting. And every so often, when the event is outstanding, we go right to the Plaza de Toros; blow-by-blow is just as interesting to the sports fan of Mexico as it is to the sports fan of *Los Estados Unidos*. Football (soccer) results are broadcast. And in season baseball is recognized; its popularity seems to be

growing steadily in all countries.

"*Misterios del Más Allá* (Mysteries of the Beyond)—spooky, ghostly, eerie cries and blood-curdling moans; chains clank and *muchachos* scream—30 minutes of the weird for them as how can take it. "*Cada Loco Con Su Tema*" (These Crazy People) is just the opposite—the lightest of the light dramatizations of absurd incidents reported in listeners' letters.

News broadcasts, hundreds of them; "*Casino del Aire*", phonograph records with a central theme; special shows on the presidents' birthdays, national holiday programs; "*Gracias Doctor*" (Thank You, Doctor), a medical man goes about doing good, quiz, quiz and quiz—we've got 'em all. Every month we send down a flock of jokes, quiz questions, new material.

The usual recordings, the usual sound effects, the usual 78 r.p.m. turntables, there's really nothing so very different about this Latin-American radio work. What do we care whether YSP, San Salvador, chooses to broadcast short wave or long; whether they're on the air constantly or take a siesta between 2 and 5 p. m.? They know their audience and their audience knows them. We just come along and fit ourselves into their picture.

Our men have to be ingenious. There's the time when our Honduras man had to rush out and grab some *miños* from the street to supply the applause and cries which were called for in the script. There's the time when our Chile man had to do a special 30-minute Columbus Day program with an unrehearsed staff, a bewildered sound man, no control man at all, and a total writing time of two hours. But that's life! You wouldn't want it dull, would you?

And right now, we're cooperating with the Co-ordinator of Inter-American Affairs in devoting a good part of all this time to the important matter of creating and cementing hemispheric solidarity. We've drawn some honeyed words from Nelson Rockefeller and his associates which we value highly.

Latin-American radio deserves a big part of the credit for our being what we are today. We're glad to have this opportunity to make public acknowledgment of this indebtedness.

(The Women's Bureau of the United States Department of Labor recently issued a report on the employment of women in industry in Argentina, Uruguay and Chile which is available at a cost of 5 cents from the Superintendent of Documents, Washington, D. C. Its title: "Women Workers in Argentina, Chile and Uruguay." Companies selling in these countries, or contemplating doing so, might find it helpful—The Editors.)

★ ★ ★ ★ ★ ★ ★ ★

★ To reach the leaders ★

★ of large and ★

★ small businesses... ★

★ CHOOSE THE ★

★ LEADER IN ★

★ THE BUSINESS ★

★ FIELD... ★

NATION'S BUSINESS





"Give me some ideas for lunch boxes" . . . "How can I extend butter?" . . . "Please tell me a new way to fix spinach" . . . These, and thousands of other questions that are plaguing all housewives, are being answered in this G-E experimental kitchen.

## G-E Teaches New Techniques To Housewives Befuddled by War

Food worries are putting new gray hairs in Mrs. America's head. Spotting an opportunity to do a bang-up public relations job, General Electric's Home Institute converts all facilities to solving current emergency problems and makes findings free. Thus does G-E again demonstrate a fine sense of social responsibility.

**G**ENERAL Electric's Consumer Institute has donned overalls for the duration. The Institute, developed during peacetime around the basic idea of finding better ways of solving home problems, today is keying its entire program to meeting the actual conditions of wartime living.

Appliances have gone to war, but the appliance users are still at home. War has multiplied household problems, and at the same time has taken away all normal means of solving them. Befuddled, bewildered, beleaguered Mrs. America is deluging the Institute daily with a thousand and one requests: "How do I do war work and housework too?" "Send me some wartime recipes I can fix in a hurry." "Your menu book is very interesting, but I can't get the necessary ingredients." "How can I pack three work- and two school-lunches?"

General Electric has met this challenge by converting it into a public relations opportunity.

The Consumer Institute was established 16 years ago, when the refrigeration and appliance industry was still a babe in arms. The monitor type refrigerator, as revolutionary as the Model T Ford, just had been introduced. The iceman still felt that he was indispensable. And the customer had to

be sold . . . and sold . . . and sold! The Institute was started as a customer service. Its purpose was to acquaint every housewife who bought a refrigerator with the additional, the extra, the special services a refrigerator could offer, if properly used. Edwina Nolan, a well known economist in the utility field, was put in charge.

The first Institute booklet was published and was a four-star hit. Over 900,000 copies of "The Silent Hostess" were distributed, and the Institute was established as a permanent part of the General Electric organization.

Since that time the department has been enlarged to keep pace with the rapid strides made by the Appliance Division. As General Electric began to make electric ranges, electric dishwashers, electric toasters, the Institute fell in step. Institute employees experimented with the new equipment, helped to design new models, learned how to use the appliances in order to get major capacity from them, eliminated much of the drudgery of housework.

In 1939 the Institute moved into a new home in Bridgeport, Conn. The modern building included experimental kitchens and laboratories; an auditorium with a complete built-in electric kitchen on the stage, school rooms, and dining rooms. Research on cook-

ing and home techniques kept pace with manufacturing advances and often presaged them. The dual purposes of the Institute were to help the housewife save time and make the best possible use of her appliances, and to interest women in installing electric appliances.

Activities included publishing up-to-date practical recipe books, running cooking schools for home economists and employees of utility companies, distributors and dealers, sending out trained specialists for department store demonstrations. Nutrition was preached and sold to the housewife.

Long before Pearl Harbor and the subsequent stoppage of the manufacture of peacetime appliances, the G-E Institute was conducting much of the study and research work which today is proving useful in meeting wartime conditions. G-E's own nutrition program, an outgrowth of the Institute's peacetime research on food preparation, has had a natural tie-in with the Government's national nutrition program.

### 100% Service to Homes

Pearl Harbor and war intensified and changed the activities of the Institute. Cooking and homemaking called for new talents; a new type of recipe research became a necessity, and the care and proper usage of appliances a national "must." Waste, negligence, extravagance joined the fifth column. Scarcities, shortages, substitutes became national bywords.

H. L. Andrews, vice-president of General Electric Co., and manager of the Appliance and Merchandise Department at Bridgeport, Conn., announced the war program of the Institute:

"The program planned for the G-E Consumers Institute will be designed to offer every homemaker up-to-the minute information for the practical solution of wartime homemaking problems as they arise. Our economists, together with all the facilities and services of the Institute are converted 100% to the vital war work of helping the American home function on an efficient, economical, morale-building basis."

Other wartime activities of the Institute include the publication of pamphlets, booklets and folders on timely subjects; the holding of regular training schools for home economists and interested consumers; special research on developing substitute and extender foods; promoting the National Nutrition Program; selling care and regular service for all appliances; servicing the dealer; and conducting an advertising and promotion program to

# Your Advertising

## ...is it Expediter or Loafer?

### WHICH OF THESE ARE YOUR ADVERTISING OBJECTIVES?

1. Help win the war.
2. Keep your name "before the trade".
3. Prepare for post-war problems.
4. Help train war workers to use your product.
5. Explain why your product is not available in wartime.
6. Urge conservation of your product.
7. Increase sales of a product available to war industries.
8. Increase sales of a non-priority product or service.
9. Establish definite contacts which will result in post-war opportunities.

SOME WARTIME ADVERTISERS, without a dime's worth of products to sell, are making new friends and potential customers faster now than ever before in their history.

Other advertisers, with non-priority products and services to sell, are setting new records for response to advertising in trade and industrial magazines.

What is the secret of this new way of getting definite response from business paper advertising? It can be summed up in one word—"helpfulness."

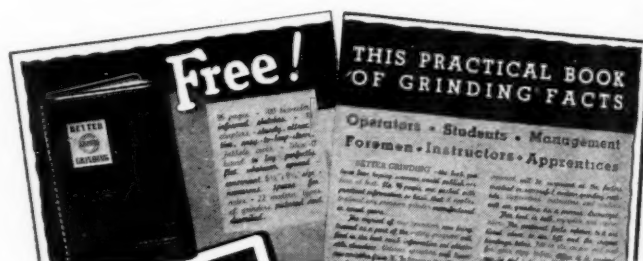
*Do you want your advertising to "help win the war"?*... Hundreds of advertisers have found that they get a flood of inquiries when they offer a manual that shows green hands how to use their products... The best "win the war" copy is the kind that shows *how to do* something that will produce more war materials.

*Do you want your advertising to "keep your name before the trade"?*... This is an opiate phrase that encourages industrial advertising to loaf on its job. Advertisers who demand that their industrial advertising show definite response do a far better job of keeping their brand

names alive, and they have new contacts to show for their money.

Industrial magazines aren't read for general information. Each reader is looking for help on his particular job. That's why he buys the magazine. That's why *helpfulness* is the secret of results from industrial advertising.

### IS YOUR ADVERTISING GETTING RESULTS LIKE THESE?

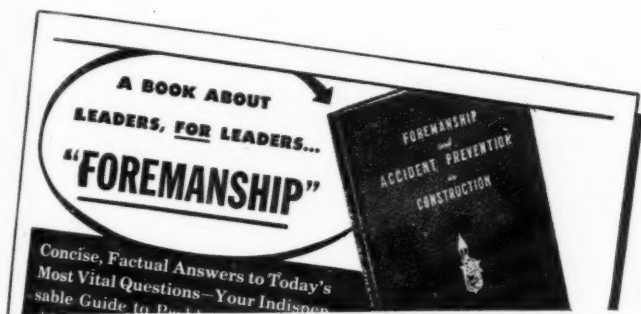


**After 30 weeks  
this advertisement is still pulling**

If any advertising ever had an excuse for loafing on the job, that of the allocation-bound machine tool manufacturer has. Yet the Landis Tool Co. of Waynesboro, Pa., managed to hit the jack-pot of responses with the advertisement whose headline peeps over the top of this paragraph.



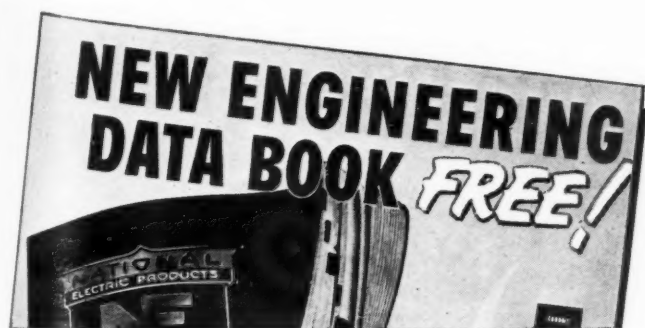
... With a layout that will never make the Art Directors Annual, it pulled 3,387 inquiries from the readers of four industrial magazines. It's still pulling, 30 weeks after issue date. Industrial advertising does a better job for the advertiser who helps the reader do a better job.



### One Industrial magazine pulled 2,093 inquiries for book on "Foremanship"

Insurance Companies still have something to sell, but their policies are so similar that the American Mutual Liability Insurance Co. of Boston decided to feature a service to foremen on accident prevention and elimination.

Every time you see one of the above advertisements in Engineering News-Record you can be sure that from 200 to 500 prospect-contacts have been added.



### 780 engineers wrote for this book

Run through any industrial magazine. Pick the ads that offer the most help to the reader in doing his daily job, and you are likely to hit the advertisers who are getting the most benefit out of their business paper advertising.

The National Electric Products Corporation

MARCH 1, 1943

offered their Engineering Data Book in just 2 issues of Electrical World, with the result shown in the heading above.

### IS THERE A FORMULA FOR SUCCESSFUL ADVERTISING?

We have studied thousands of industrial advertisements. The more we study, the more apparent it is that no matter what the objective an advertiser wants to attain, his *method* must always be:

- 1 find out exactly what problems his customers and prospects face;
- 2 show them *how* to solve these problems with his product or service;
- 3 use "job-interest" as the deciding factor in selecting media for the advertising.

Why not really dig into the subject with us? Check the coupon and send it along for free material (including Case Studies of complete war advertising campaigns) that will help you get better results from your industrial advertising.

## The McGRAW-HILL

### NETWORK OF INDUSTRIAL COMMUNICATION

Research Dept., McGraw-Hill Publishing Co., Inc.  
330 West 42nd Street, New York, N. Y.

Please send the following books and studies on how to get more response from Industrial Advertising:

#### POLICY ANALYSES:

- ☐ The Top-Executive Goes to War
- ☐ The Sales Manager Faces the Minus-Quota
- ☐ The Advertising Manager on "Industrial-Information-Please"

#### CASE STUDIES:

- ☐ Air Reduction Company
- ☐ Aluminum Company of America (in preparation)
- ☐ Gilmer Belting Company
- ☐ Manhattan Rubber Mfg. Div. of Raybestos-Manhattan Inc.
- ☐ Metal & Thermit Corporation
- ☐ Plymouth Cordage Company

NAME \_\_\_\_\_

TITLE \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

# Can you cook a carrot?



SEEMS like such a simple thing to do—but—  
There is a right way and a wrong way.

Control the heat: the stove is brilliant—the  
oven is dimly lit—so that you can see the  
carrot as it cooks.

Control the time: the clock is ticking—the  
carrot is cooking—so that you can see the  
carrot as it cooks.

In these days of wartime living, it's most im-  
portant to know the right way to prepare all foods.

Helping with food problems, such as the proper  
preparation of garden vegetables, is but one of many  
ways in which General Electric Consumer Institute  
is serving home-makers.

The Institute's Home Economists, Nutritionists and  
Engineers also maintain study and research on such  
subjects as: Nutrition—Food Preparation—Food  
Preservation—Appliances—Home—Appliances—Home-  
Economics—Home Heating and Air Conditioning.

Visit us for yourself how helpful the Institute's services can be  
in solving your wartime food problems. Send for your free  
copy of "How To Get The Most Out of The Food You Buy"  
and "A Carrot in the Kitchen"—the latest and most  
useful book for the proper preparation of foods. Address: General  
Electric Consumer Institute, Dept. W-10, 1-1, Indianapolis, Ind.

GENERAL ELECTRIC

1943 HOMES WILL BUILD NEW VICTORY HOMES TOMORROW

No dreamy general-  
ities deaden the  
force of today's  
G-E advertising in  
consumer media.  
Each ad has a spe-  
cific message, each  
helps to educate  
women in the  
"know how" of  
running a house-  
hold without maids  
and laundresses,  
and with less of  
almost every food  
hearty eaters prize.

sell their entire program, and post-war planning.

**Research Work:** A good example of the practical type of research the Institute is conducting is the test it just made on butter extenders. A series of taste tests determined the most acceptable methods of extending the average home's shortened butter supply. Conducting the tests on an impartial, scientific basis, the Institute prepared four "extender butters" by mixing butter with ingredients which are easily available to consumers. To provide a basis for comparison, pure butter was included in the tests, as was fortified margarine which is often used as an alternate for butter.

Participants in the tests were blind-folded, and then asked to sample each of the four extended butters as well as pure butter and margarine. As might be expected, they were almost invari-

ably able to select the real butter when it was served to them, although a few also picked one or another of the extended butters as real butter. Most people also were able to identify, or at least detect, the margarine when it was served "straight."

On the basis of taste only, first place among the four extended butters went to "A," which was butter whipped or aerated with gelatine. However, this method produced the least spread of the four tested. The favorite extended mixture was "B," a mixture of butter, milk and water. Although it does not have the nutritional value of butter per unit measure, "B" was chosen by the testers because it doubles the volume and weight at low cost by using materials usually available at all times in all homes, and because the taste was a very close second to butter.

**Publications:** The constant flow of the Institute's research findings and laboratory studies continue as in the past, in the form of handy pamphlets, booklets and folders. The number of G-E Consumer Institute booklets has been increased in answer to wartime demands, and those now available or in preparation include such homemaking studies as: how to save fuel; how to make clothes last longer; how to prepare balanced meals under ration rules; latest facts on new food processing methods, such as dehydration and quick freezing; menu-planning for war-workers' meals and lunch boxes; and hints on appliance care.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

**The magazine  
MOST WANTED  
by business leaders...**

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

CHOOSE THE  
LEADER IN  
THE BUSINESS  
FIELD...

A special series of small, inexpensive "Keep It Working" folders have been published for every major and small appliance General Electric makes. These are available, however, to anybody, whether or not he owns a G-E appliance. The folders carry no advertising, and the only mention of G-E is a small credit line.

One of the most popular brochures is one entitled "How To Get The Most Out of The Food You Buy," prepared by the Institute in the interests of the National Nutrition Program.

## Training for Teachers

These booklets and folders are distributed free on request. Home economists employed by public utilities and department stores, teachers, schools, government nutrition experts, and consumers—all write in to request them. They are distributed not by the hundred, nor by the thousand, but by the hundreds of thousands.

**Schools:** Regular training courses are given to groups of home economists and teachers right at the Institute. The courses take several days, and the students not only hear lectures but actually put the lessons into operation in the laboratory kitchens.

**Advertising:** Promotion of the Consumers Institute is one of the key functions of G-E's 1943 advertising program. Full-page advertisements in women's and national magazines sell the Institute and its services to housewives. In addition the advertisements preach the gospel of the Institute—care, conservation, economy. Every G-E advertisement for the next months carries a key line "For specific help write to General Electric Institute or see your G-E appliance dealer."

**Dealer Relations:** While the Institute is designed primarily to service consumers, it has been of substantial assistance to dealers in keeping in touch with old customers and in maintaining goodwill. In addition, the dealer is making new friends, for hundreds of prospects are going to the stores to get these booklets. Many alert dealers have obtained names and addresses of these prospects by offering to put them on mailing lists for new publications. G-E keeps the dealer organization in touch with the latest activities of the Institute through trade advertising, promotion pieces and house organs.

There is another—and a very important—subject on the agenda of the Institute today—the subject of post-war planning. The Institute is buzzing with talk of home-frozen foods, dehydrated meals, new products, product design, and all-electric homes.



# Advertise—or Be Forgotten!

"There are two business fallacies, especially in a seller's market caused by war," says Mr. Thompson. "They are *Sitting Pretty* and *Sitting Tight*." If, under either condition, you have discontinued advertising as "unnecessary," you will find yourself, after the war, sans consumer brand consciousness, sans goodwill, sans a sound foundation on which to rebuild sales.

BY T. HARRY THOMPSON

Gray & Rogers  
Philadelphia

(T. Harry Thompson is, of course, the same "T. Harry" who conducts SALES MANAGEMENT's widely quoted "Scratch Pad" column. While on the copy staff of N. W. Ayer he had a pen in such accounts as Atlantic gasoline, Prince Albert tobacco, Victor, Armour, Calox. Later he worked on the Campbell soup account at Ward Wheelock. Currently he handles a variety of assignments on various accounts in the Gray & Rogers shop, chips in work on the Poor Richard War Service Committee.—The Editors.)

IF you should happen to live in the Falls of Schuylkill section of Philadelphia, as I do, you would find a little, 4-page, neighborhood newspaper stuck between the palings on your front gate once a week; or maybe it would have blown onto the lawn under that flowering crab tree you planted last fall.

But you would bring it into the house without fail.

## Goodwill Is Priceless

It is the *East Falls Bulletin*, carrying the ads of the local merchants, the largest of which extols the virtues of a flea-powder which "cats and dogs love." The *East Falls Bulletin* will never win the F. Wayland Ayer Cup for Typographical Excellence, but it is bright and breezy and friendly, and, therefore, welcome.

I introduce this tiny, throw-around newspaper for no reason other than the slogan it has carried at its masthead for the last nine years to my certain knowledge . . . a slogan that is a 4-word sermon on advertising and worthy of our biggest metropolitan newspapers: "Advertise—or be forgotten!"

Here, it seems to me, is a distillate of the whole success-formula of business and industry, in war as well as in peace. It is forthright. It minces no words. It pulls no punches. It tells the

real function of advertising in any era, and is a timely reminder with special significance in these days.

There are two business fallacies, especially in a seller's market caused by war: *Sitting Pretty* and its corollary, *Sitting Tight*! Though it is often written on the books at the arbitrary and ridiculous valuation of \$1, believe me when I say that goodwill is a priceless asset of business and industry . . . more precious than pearls or the ransom of kings . . . more basic and irreplaceable than physical plant and equipment.

## A Test That Never Fails

Goodwill is nothing that can be laid away in mothballs. It must be nurtured, coddled, cuddled, and breast-fed with a mother's tender care, lest it wither and die. Not now and then, but continuously, which is to say without interruption.

America found that the liberty conferred by the Revolutionary War in 1776 had to be fought for all over again in 1917. And again, to our amazement and sorrow, in 1941. Like the liberty which we take for granted, goodwill, too, has to be fought for again and again. To make another comparison, goodwill is like ascorbic acid, better known as Vitamin C, which cannot be stored in the body, but which must be replenished constantly.

Advertising is an ambassador of goodwill from business and industry to the court of public opinion. It is America's means of mass communication, accepted by the public as such. It is that bright, endless thread in the fabric of contemporary life which, if pulled or frayed, would stand out as a flaw the size of a house.

Advertising is all these things, and more. It is a memory course, designed to combat the flexibility of

mind with which Nature endowed us defensively. Do you doubt that people forget? Then, as the high-pressure copywriters say, "Make This Test:"

From whom did Jack Dempsey take the heavy-weight title in 1919? Who sponsored "Amos 'n' Andy" before Campbell Soup? Who was Alfred Landon's running mate in 1936? What ship held the Blue Ribbon for the fastest Atlantic crossing before the ill-fated "Normandie"? What garter advertised for years that "No metal can touch you"? What food advertiser used the phrase "Fixed Flavor" for years in magazine and outdoor advertising, put it on every label, painted it on every truck . . . and then dropped it entirely? Going back merely to November of last year, what was the name of the Boston night club in which 493 persons perished?

## Antidote for Forgetting

Maybe you remembered some of them. Maybe you remembered them all. But you had to rack your brain for the correct answer, didn't you?

This, then, is the soundest of reasons for advertising in a seller's market, or any other time. Advertising . . . continual advertising . . . is the one, specific antidote for the poison labeled "forgetting." Continual advertising, in wartime as well as in time of peace, gives none of us a chance to forget. It hammers a brand name or a theme song into our conscious and subconscious minds so deeply that it leaps to our lips as readily as our own name or telephone number.

Continual advertising of brand names and company policies is especially to be recommended in these times, as a claim on the loyalty of public and trade when consumer goods are once more available. When this war is over and done with, the rush to buy will rival the rush for free land back there in the 'Nineties. By war's end, we will have a "starved market," that will make Old Mother Hubbard's storied shelves look like the Horn of Plenty.

Rationed and otherwise restricted consumer goods will once more fill the shelves and floor space of our stores, and the buying spree will be at the flood. It is conservatively estimated that, by that time, one-hundred billion dollars in War Savings Bonds will come out of vaults, safe-deposit boxes, old coffee-pots, and attic trunks to be

## Wonderlands of Advertising

*If you or any other man of business will take time out to ponder how your own mind works as it motivates your own actions, you will have the open sesame to successful advertising, successful production, successful public relations and personal success.*

*You want romance. So does your public. You want to feel and know your inner spirit. So do they. You want a spot of power and glory. Ditto with them. You desire the thrill of accomplishment. Why on earth do you think they don't want it too?*

*Now, how, by the spirit of Ben Franklin and all other straight thinkers, can a man of business put these things into his corporate expression, his advertising, his publicity, his selling?*

*Well, you can see a slice of it, a big slice of it, in the "Wonderlands of Advertising" issue of Westvaco Inspirations for Printers, No. 139.*

*Here's a preview of some of the subjects: Land Beneath the Sea; Land of Sound and Sight; Land of Romance; Looking-glass Land; Dreamland; Land of the Arts; Battle Land; Land of Tomorrow.*

*It has wings. It has spirit. It has body. And it has that personal appeal to the people it is seeking to reach. You'll grasp this issue with all your heart and mind. You'll eat it spiritually. You'll find yourself having advertising ideas in spite of war news, good or bad; in spite of all war restrictions and reservations.*

*This "Wonderlands of Advertising" issue is yours for the asking. It cannot be bought. It is never sold. When it comes to you, we think you'll do some quiet and purposeful thinking. You'll be seeing how the irresistible appeal has been put into printed advertising. How paper becomes a powerful radio beam. How printing, plus paper, gives you a broadcasting system as powerful as any network in the world. Overstatement? Only if you'll admit that the imagination of man is inferior to amperes, volts and watts. And no man of business can admit that. Man, the creator, must forever be greater than his creations. In this issue you'll see the proof of that. You'll feel it. You'll know it. Write, phone or ask your printer for it today.*

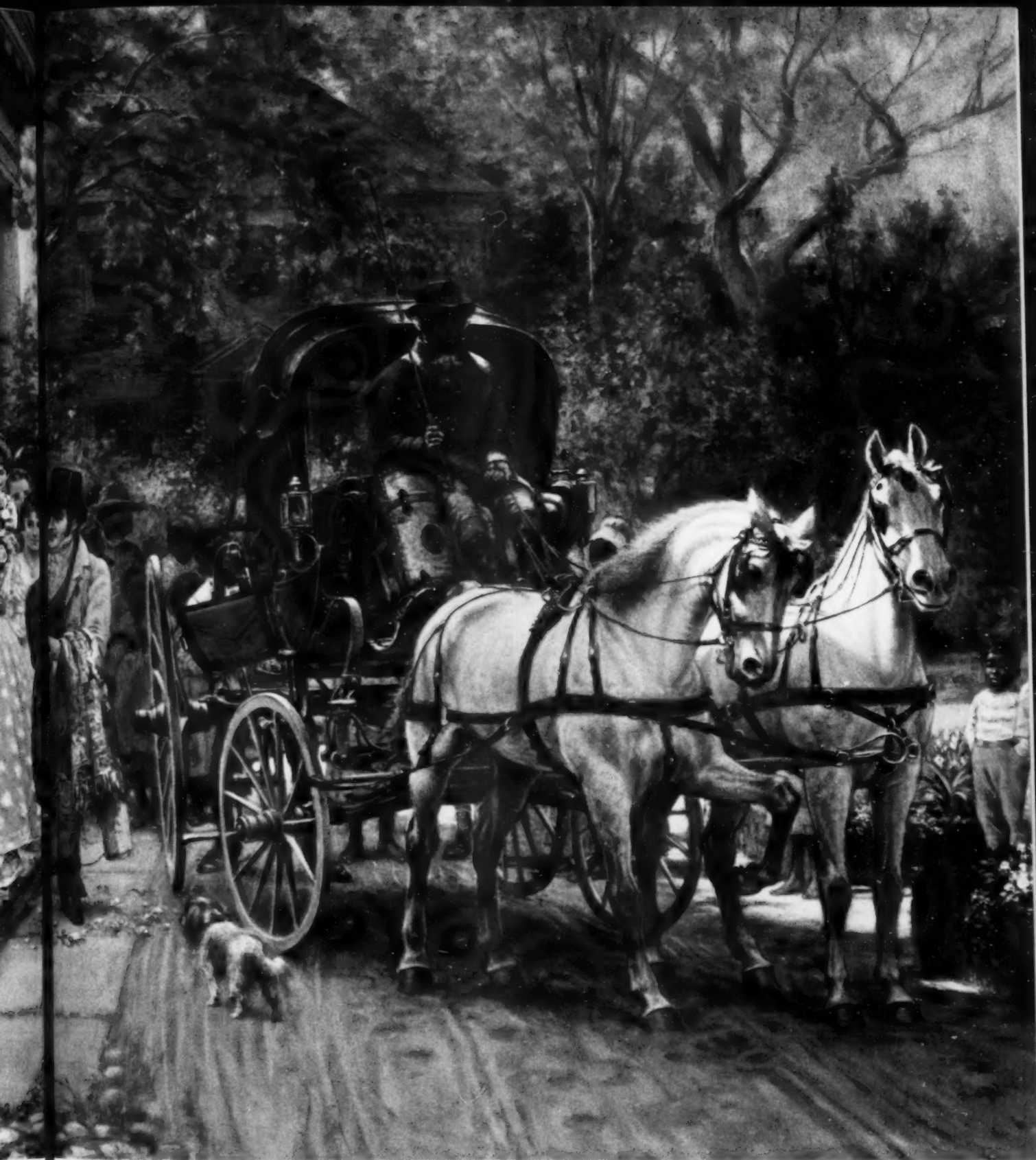


A Virginia Wedding, by Edward Lamson Henry  
From the painting in the Macbeth Gallery, New York

**West Virginia Pulp and Paper Company**

New York, Chicago, Philadelphia, San Francisco





# *Westvaco*

Westvaco Inspirations for Printers number One Hundred and Thirty-nine

laid on the line for those things which our people now are denied:

Radios. Refrigerators. Vacuum cleaners. Electric irons. Fine linens. Silk and Nylon hosiery. New homes and bright, new furnishings for new-lweds. And then, as fast as Detroit can get back into it, new cars that will make the 1942 models look like prehistoric cabooses. Television will have thrown off the bedcovers and run for the showers, eager to get going and show what it can really do when all restrictions are lifted. Thousands of other items will be ready to go to market . . . and "go to town."

It takes no great imagination to envision this post-war market as a highly competitive market. Salesmen will have to be good to sell their particular brand. Advertising will have to be good. Advertising's flag-waving and

torch-bearing and speech-making will go off stage and a whole new cast of characters will come on. Products will be advertised for what they are and what they do, and not for the part they play in winning wars.

The advertiser who waits until the whistles blow and the sirens scream for the next armistice, instead of getting in there *now*, will be like a runner in a handicap race. He will find himself bringing up the rear, if indeed people remember him at all. That's why it will pay to lay the groundwork now, without waiting. Even though the plant may be running full tilt and all-out on production for war, *now* is the time for all good firms to come to the aid of their brand names and goodwill. My little neighborhood paper says it so well in four words: "Advertise—or be forgotten!"

named category. Needless to say, the manufacturer created a product at great cost, only to have to withdraw it later from the market, resulting in loss of prestige in an important sector of the market.

Two years ago, a syndicated press release came to my desk when I was advertising manager of the *New York Amsterdam Star News*, New York's leading Negro newspaper at the time. I found myself reading a credit letter from the Noxzema Chemical Co., entitled "Nigger in the Woodpile," with an illustration of a Negro peering around a cord of wood. The letter was designed to get delinquent drug accounts to pay up. The individual who wrote this letter forgot that some of the company's best accounts were Negro owned! And the complete letter was published in nearly 400 Negro newspapers in America, with circulations of more than 3,000,000 copies.

## Don't Do This—If You Want To Sell Your Products To Negroes!

There's a huge market in this country for the sale of goods to Negroes, but not for companies that through ignorance or bad taste, pitch their promotion in the key of a third-rate minstrel show, or use pictures and terminology offensive to Negro dignity.

BY DAVID J. SULLIVAN

*Negro Market Consultant*

**H**AVE you ever seen a tobacco product called, "Nigger Hair," or a candy package called, "Pickaninny Chocolates," or read a credit letter which was headed, "Nigger in the Woodpile?" No, perhaps not. But Negroes not only have seen these atrocious and insulting words in print, but have actually seen them on packages and in use as brand names for products which were placed on the market by manufacturers who should know better.

There is a candy called "Black Sambo", and this last Christmas two young men decided to manufacture and sell a toy for children called, "The Playette Theater", which depicted childhood stories, among which was one titled, "Little Sambo." Let's take these cases, one by one, and see what happened.

"Nigger Hair" tobacco was made, distributed, and sold by the American Tobacco Co., and the product was distributed throughout the Northwest states where few Negroes live. Yet the package was discovered. And the Negro papers released a news story in which the company was charged with

being "Fascist" and disseminating Nazi propaganda, and accused of being totally "un-American" in placing such a package on the market. Currently Lucky Strike cigarette still is number one in sales in the Negro market, but I have found that organized boycotts are on in various sections of the country against all American Tobacco Co. products, and the "Nigger Hair" package is being displayed in many churches, lodges and halls of Negroes. The company withdrew the package, and apologized. Eventually the Negroes who were incensed may forgive or forget, or both, but right now American Tobacco is an unpopular company.

During the Summer of 1942, Whitman Candy Co. came out with a product called "Pickaninny Chocolates." Now when it is considered that the largest percentage of Negro entrepreneurs are engaged in grocery, candy and confectionery businesses, think of what this meant in loss of sales and distribution to a market which itself has 29,000 owned and operated retail stores, of which 70% are in the above-

### Letter Stops Sales

At that time it seemed a good idea to make a survey of sales of the Noxzema products sold in Harlem. So, before the story was released, we sent out a merchandising man to call on 90 leading drug stores to gather information on the volume of Noxzema sales. The survey revealed amazing figures. Negroes were using Noxzema as an all-purpose skin cream, and it was the main item in the barber and beauty shops. We completed our survey the day before the paper reached the street. Then we followed with another survey on the identical days of the following week. Every dealer reported sales at a standstill. Need I say more?

But Noxzema Chemical was on its toes and immediately recognized the mistake. After due apologies, they placed Negro newspapers on their schedule, and even showed Negro models in the advertising material sent out to the Negro press. Intensive merchandising through Negro newspapers has retrieved to a great extent the company's position in the Negro market.

Frequently an advertiser has been called to task by some Negro individual, group, or organization because of using offensive copy, or, more often, lampooning illustration. In most cases these mistakes on the part of the advertiser are those of a thoughtless agency copywriter or artist. Take the "Playette Theater" with the story of "Little Sambo." For example, one large department store refused to handle the product, "Playette Theatre" with the story of "Little Sambo," and those who did stock it were asked repeatedly by Negro cus-



# MORE SMOKE PER STACK IN CINCINNATI



24 hours a day, 7 days a week, unending lines of vital war equipment needed for VICTORY are pouring swiftly and steadily from Cincinnati's 1,700 factories... airplane engines and aircraft parts and accessories, military radios, searchlight mirrors, bombsights, parachutes, tank and gun parts and mounts and trailers, mobile laundries, shell cases, gas masks, uniforms and the *bulk* of the nation's *total output* of machine tools.

So you'll just have to excuse our smoke.

Looking beneath this smoke screen of wartime activity, however, you'll find one of the nation's brightest sales spots today... an area where more than 150,000 people are employed in industry and paid more than \$300,000,000 annually in salaries and wages... an area where there is virtually no ceiling on sales opportunities.

And looking still deeper, you'll see that Cincinnati's wartime overalls are put on right over one of the soundest, healthiest peacetime markets in the nation... an area famous the world over for pianos, footwear and clothing, bituminous coal, heating and cooking equipment, civilian radios, chemicals, petroleum products, automobile bodies, parts and accessories... an area which *leads the world* in the production of soap, playing cards and electrotypes... and an area where your advertising and selling TODAY will continue to produce sales long after the war is over.

Carrying more advertising to more Cincinnati families than any other daily, the Times-Star is your BASIC selling medium in this bulging beehive of industry. You need the Times-Star to do your *complete* selling job in Cincinnati. Consult your nearest Times-Star representative today.



## CINCINNATI TIMES-STAR

HULBERT TAFT,

President and Editor-in-Chief

Owners and Operators of Radio Station WKRC

EAST—M. L. Marsh, 60 E. 42nd St., New York. • CENTRAL—Fred D. Burns, 333 N. Michigan Av., Chicago. • WEST—J. E. Lutz, 435 N. Michigan Ave., Chicago

MARCH 1, 1943

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## ★ ★ ★ ★ ★ Why This Article Is Important

The exact size of the Negro market has never been determined, but SM estimates indicate that in Effective Buying Income the 1942 total was approximately \$4,875 millions. This is equivalent to the total income, white and colored, of the following 14 states: Nev., Wyo., Vt., N.M., N.D., S.D., Del., Ida., Ariz., Utah, N.H., Mont., Miss., and Ark.

That's a market which no manufacturer can afford to ignore! And if he is going to cultivate that market—or any market—he should address it in terms which are both understood by and pleasing to the people who make up the market.

David Sullivan is a Negro who has been outstandingly successful as a salesman, a newspaper executive, and a marketing consultant. He has been sales manager of a General Electric retail store, district manager of the Negro market in six states for the Wilson Distilling Co., and he has executed difficult market research jobs for Socony-Vacuum, Beech-Nut and General Baking Co. He knows his market as few whites know theirs.

PHILIP SALISBURY,  
Executive Editor.

★ ★ ★ ★ ★  
tomers, "What is the idea?" Perhaps the Negro attitude was illogical, but it was nonetheless real, and that's what counts. Negroes just don't like to be called Sambo!

During the Summer of 1941, The John Eichler Brewing Co. came out with a series of caricature-type, or cartoon-style advertisements. One of these, and the one which created a furore, depicted a Negro in a circus sideshow, while a bystander threw a ball at his head. This so-called "darky" said, "Excuse me while ah runs and gits an Eichler's." This copy was created by Gear-Marston, Inc., and when the mistake was called to their attention they withdrew the ad. However, they continued the regular advertising schedule, which did not include Negro newspapers, and their position among New York Negro consumers is now 15th among nineteen brands. They might now be 10th, or better, if they had the goodwill of the New York Negro market. New York's 472,538 Negroes consume more than a half million barrels of beer annually. It's no market to offend.

Last winter, Frankfort Distilleries, Inc., through Young and Rubicam, Inc., used an illustration of an African native on their "Mattingly and Moore" brand. The connection between this native and American Negroes is about as close as that between the average white and his ancestor, Adam. I spent the next few days answering church leaders, civic leaders and plain John Q. Public. The continual flow of complaints began to annoy me, because I wasn't set up as a public relations counsel either for advertisers or for their agencies. Then, too, the answers could not always be given with any degree of satisfaction on my part to the hundreds of Negroes who protested. I felt that a page should be taken from the book of the Pacific

Council of Advertising Agencies. It had had the same headaches, but had had forthright enough to work out a solution.

Since these mistakes were made largely by artists and copywriters in advertising agencies, and since it was my personal conviction that neither agencies nor their clients set out to offend buyers of any race or creed, it occurred to me that a few practical rules and points to observe should be formulated and distributed among advertising agencies. Then they would be less subject to embarrassing moments. The Pacific Council conferred with Floyd Covington, of the Y.M.C.A. in Los Angeles, who was then secretary of the colored branch. They formulated a list of rules to follow which has proved to be of inestimable value to the council. In New York, however,

the situation was different—only one agency ever called me in advance. The majority of them called me after the advertisement was ready for release. Let's avoid all this waste and confusion. Let's remember these points:

1. Don't exaggerate Negro characters, with flat noses, thick lips, kinky hair, and owl eyes. They don't exist any more as a matter of cold fact.

2. Avoid Negro minstrels. Avoid even the use of white people with blackface and a kinky wig for hair to depict a Negro. We know, as well you might, that they are phonies—and minstrelsy is a dead issue.

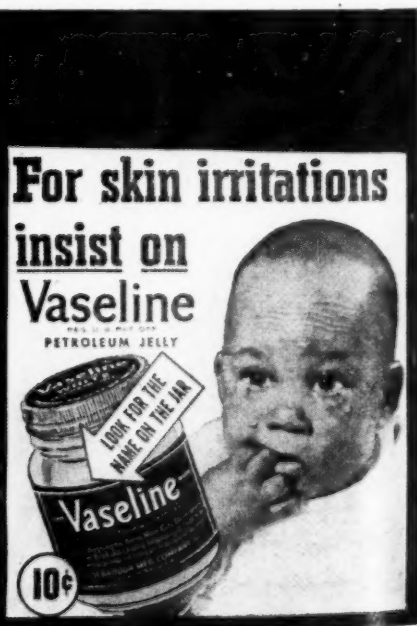
3. Don't constantly name the Negro porter or waiter "George." He could be John, James, or Aloysius, for that matter. Nothing makes Negroes angrier than to be called "George."

4. Avoid incorrect English usage, and grammar, and dialect. In other words, get away from "Yas suh, sho, dese, dem, dat, or dat 'ere, gwine, you all." (This last, white Southerners use more often than Negroes). Avoid also, "Ise, dis yere, wif," and others in similar vein.

5. Don't picture colored women as buxom, broad-faced, grinning mamies, and Aunt Jemimas. Negroes have no monopoly on size. Neither are they all laundresses, cooks and domestic servants. By no means color them black. Use brown-skinned girls for illustrations; then you satisfy all. Don't refer to Negro women as "Negresses."

6. Don't overdo comedy situations, gag lines, or illustrations. Avoid, even by suggestion, "There's a nigger in the woodpile," or "coon," "shine," and "darky."

7. Don't illustrate an outdoor poster, car-card, advertisement, or any



One of these advertisements created a furore, offended the American Negro market, and damaged the goodwill of the advertiser. Can you tell which one it is?

SALES MANAGEMENT



## The Stuff Victory is Made of . . .

■ Greatest praise is due our fighting men for their valor so well proved in battle on land, sea and in the air. Their determination to win is echoed in the breast of every freedom-loving American.

No sacrifice by individuals or corporations or industries is too great a price to pay for the material support our armed forces must have to win this war. Hardly an industry in the land is not dedicating its all to this purpose. Included is the pulp and paper industry whose products now are being used enormously for vital military needs.

As a result of military necessity, the Government has issued a directive definitely curtailing paper production. This

creates a need for conservation of paper and paper products. Users of all grades of printing paper are cooperating in this emergency. Some publications are now issued in a restricted number of pages, others in a reduced page size. Advertisers are saving paper by producing printed pieces cut from standard size sheets. All along the production line in the printing trade, the need for conserving paper is recognized and practiced.

It is by concerted, wholehearted cooperation of every industry, every firm and every individual, that America demonstrates its will to win this war! This is the spirit that surely will speed our victory and a return to a better way of life.



**KIMBERLY-CLARK CORPORATION • NEENAH, WIS.**

*Manufacturers of Printing Papers Since 1872*

NEW YORK: 122 East 42nd Street

CHICAGO: 8 South Michigan Avenue

LOS ANGELES: 510 West 6th Street

MARCH 1, 1943

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## "Miller Cereals Prove Selling Pull of KSO"

—says Kelsie D. Stone

Any food-broker handling a cereal account, knows what competition means. But the intensity of that competition makes sales-gains doubly pleasing.

So Kelsie D. Stone, head of the Des Moines office of Hagan-Stone, has reason to be pleased with the advertising of Miller Cereal Mills on Station KSO. Reports Mr. Stone:

"Miller gave radio a stiff test in the Des Moines area. Using radio advertising only, Miller started a campaign to increase sales of Corn Flakes in mid-winter.

"The success of this campaign, and similar success with Miller Wheat Flakes later on, certainly proves the selling pull of KSO."

# KSO

# KRNT

BASIC BLUE  
AND MUTUAL  
5000 WATTS

BASIC  
COLUMBIA  
5000 WATTS

The Cowles Stations in  
**DES MOINES**

Affiliated with Des Moines Register & Tribune

Represented by The Katz Agency

other advertising piece, showing a Negro eating watermelon, chasing chickens or crap shooting. No race has a monopoly on these traits.

8. Don't picture the "Uncle Mose" type—the type whom Octavus Roy Cohen employs in his stories in *Collier's*, and elsewhere. He is characterized by kinky hair, and as a stooped, tall, lean and grayed share-cropper, always in rags. The U. S. Chamber of Commerce says, and facts prove, that Negroes spend more for clothes per capita than do white people in New York and other large cities.

9. Always avoid the word, "Pickaninny," or lampooning illustrations of Negro children. They are as dear to their parents as are other children, irrespective of race.

10. Don't insult the clergy. The day of the itinerant Negro preacher has gone long since.

Strange as it may seem, advertising people, especially agency men and women, do not seem to know that the word Negro is a proper noun; hence it is spelled with a capital "N". This implies that a good many secretaries need to brush up on the spelling of proper nouns, especially those regarding race.

Many of these rules apply to radio scripts. Many scripts still can stand a

toning down, and a substantial improvement in the quality of the Negro characterizations. This is particularly true of the "soap operas," many of which have colored servant parts. These servants laugh and giggle entirely too much. Urban Negroes are great listeners to radio. In fact, 86% of urban Negroes own radios, and the average for the nation is 68%. Remember that they, too, buy the product you sell.

Again, these rules apply to general outdoor advertising. The Shell Union Petroleum Co. learned a rather expensive lesson from the use of a poster illustration of a Negro eating watermelon. The point to remember here is that Negroes don't like to be labelled as a race specializing in a huge consumption of chicken, gin, pork chops or watermelons. Many of them don't like any of the four—just as many whites don't like them. Shell withdrew the poster, apologized through the Negro press, regained goodwill.

In 1941 Negro car owners used over 12,000,000 gallons of gasoline. So, if you are in doubt, ask some responsible Negro, or check with one of the important Negro newspapers. They will gladly steer you right. More important, you'll avoid the loss of thousands of dollars in sales.

## Radical Policy Changes Help Coast Distributors Cheat Hangman

Crushed between goods shortages and high fixed expenses, hundreds of companies in the retail and wholesale fields are doomed to become war casualties. How a few, through courage and resourcefulness, are finding ways to survival, is reported here.

**D**ISTRIBUTORS of all lines of commodities are fighting for their lives. Their problems are national and demand national attention in an attempt to solve them.

This conclusion is drawn from studies which are now being made by government agencies in the Pacific Coast region. These studies leave little doubt that the experience in this region reflects conditions throughout the country.

Distributors are tough, resourceful, adaptable men, and their present problems are far from hopeless. An amazing number are learning new—sometimes strange—ways to survive. Some are falling by the wayside, but not so many as conditions might lead one to think. Those who are left, and some who might be able to retire for the

duration without too great losses, are in many instances handicapped and made to suffer hardships which could be averted or alleviated by a realistic national approach. It's been done with smaller manufacturers, and it's time to do something for distributors.

Raymond Reeves, whose field staff has been doing excellent, constructive work on the Pacific Coast, remarks: "To date, the plans for retailers and wholesalers have been of the 'regulate them' rather than of the 'help them' type, and he points to three main problems which are plaguing distributors with varying degrees of seriousness: Shortage of merchandise; shortage of labor; fixed long-term obligations such as leases. Self-help and ingenuity often can take care of the first two; the third calls increasingly for outside assistance."

SALES MANAGEMENT



Joe Radio was a highly successful distributor of radios; he has a long-term lease on an expensive downtown store that's well worth its rental when he has goods to sell; but his stock is diminishing, having only enough to make it worthwhile to stay open part time. His rent goes on. What can he do about it?

Tom Hardware knows a thing or two about machine work. He wistfully thinks he could earn more in the shipyards right now. And the irony of it is, he has a first rate offer for his entire inventory. He'd like to dispose of it and become a war worker for the duration. But he has a long-term lease and other obligations. He has heard about the San Jose Plan, the Mother Hen Plan, the cooperatives and pools and whatnot for saving small producers and manufacturers. Why can't he get help—if only to retire gracefully until better days?

### Small Dealers Hardest Hit

Many distributors are asking questions just as Tom is—not with any bitterness. But quite apart from the individual aspects of the situation, wholesalers and retailers realize that they are important parts in the economic machine of the American system. And unless that machine is going to be scrapped for a new model, they can't be scrapped either, cogs though they be, without the risk of a general breakdown. All manufacturers and all consumers are vitally concerned—or will be—with what happens to the distributing groups in between.

It is interesting therefore, to look at the picture as it presented itself as of December 31, 1942. Facts gathered by Mr. Reeves make it possible to take such a look. It's a long look with a movie eye. It covers California, Washington, Oregon, Utah, Nevada, Idaho, all but five southeastern counties of Arizona, and skips north to Alaska and west across the Pacific to Hawaii. As a result of that sweeping look, Mr. Reeves can say:

"Although distributors' earnings have continued at record highs despite the many prophets of impending disaster, the squeeze of shortages and hardships is inexorably closing in. Already many business firms are in distress, and there is every reason to anticipate an increase in this distress, especially among the smaller firms. Many of these establishments serve basic civilian needs and have an indispensable place in our war economy. Sound national policy dictates that their problems be given every consideration."

The smaller dealer is hardest hit. The marginal store with limited

## Do YOU Know

THE BRAND PREFERENCES, BUYING HABITS,  
of Small Town Families?



## GRIT'S READER SURVEY

WILL BE CONDUCTED AS USUAL  
IN MARCH AND APRIL

For 7 of the last 8 years GRIT  
has made surveys of its readers.

**157,985**

questionnaires were received—  
an average of **22,572** per year

These Surveys, we believe, provide by far the largest study of brand preferences and buying habits of Small Town Families. Through them we have been able to collect helpful information on distribution, competitive standings of various brands and the worth of advertising in GRIT.

Late in June or early in July we hope to have results from the 1943 Survey for any advertiser or agency who is interested in his sales and standing in the Small Town Market.

Write for copy of questionnaire or further information.



Williamsport, Pennsylvania

# Mr. Sales Manager: HERE'S THE MARKET and HERE'S THE PUBLICATION POST EXCHANGE

*Serving the Service Man's Market*

More than 6,000,000 soldiers, sailors, marines and coast guardsmen are still buying . . . and will continue to buy . . . the same type of merchandise that they have always bought. ONLY . . . they are buying it from their own stores: that is, over the counters of camp exchanges and ship's service stores. AND . . . they are spending up to one-third of their monthly pay checks in this way!

**YOUR MOST PROFITABLE MARKET  
FOR SELLING:**

Beer	Magazines
Cafeteria	Matches
Equipment	Men's
Cameras & Films	Furnishings
Candy	Office Systems
Chewing Gum	Paper Cups
Cigarettes	Pens & Pencils
Cigars	Pipes
Doughnut	Razor Blades
Machines	Service Books
Flashlights &	Shaving Creams
Batteries	Shoes (Men's &
Food Products	Women's)
Greeting Cards	Smoking
Hair Tonics	Accessories
Ice Cream	Smoking Tobacco
Freezers	Soda Fountains
Insignia	Soft Drinks
Jewelry	Stationery
Leather	Store Equipment
Specialties	Toilet Goods
Luggage	

**283 ADVERTISERS**  
in the February issue

Get after your share of this tremendously profitable market today . . . while its buying habits are still in the formative stage. Write, phone or wire for details!



**POST EXCHANGE**

292 MADISON AVE. • NEW YORK, N. Y.  
CHICAGO: Harley L. Ward, Inc. 360 N. Michigan Ave.  
ATLANTA: Walter W. Meeks 19 Eleventh St., N. E.  
ST. LOUIS: Fred Wright Co. 915 Olive Street  
SAN FRANCISCO: Simpson-Reilly, Ltd. Russ Bldg.  
LOS ANGELES: Simpson-Reilly, Ltd. Garfield Bldg.

capital cannot take a large reduction in sales volume, nor has it the financial resources to lay in a large stock of merchandise against anticipated shortages."

We have estimates (unofficial) which place retail business closings in the Pacific Northwest at 8.5% in the 12 months following Pearl Harbor, contrasted with 4.4% for 12 months before December 7, 1941. Among these are "firms which were forced out of business, those which closed because the owner was drafted, a few which were Japanese-owned, and some in which the high pay of defense work caused the owner voluntarily to close." Here is an estimate of the retail store closings in one very large area, the Pacific Northwest:

Annual Sales Volume	12 Months Ending December	
	1, 1942	1, 1941
Less than \$10,000	19.1%	9.3%
\$10,000 to \$20,000	12.7	6.2
\$20,000 to \$30,000	9.0	4.0
\$30,000 to \$50,000	6.7	3.1
\$50,000 to \$100,000	3.0	3.0
Over \$100,000	2.2	1.8

Av. for Total Stores 8.5 4.4

Remarking that "the simple alternatives we can list look puny compared with the problems some retailers and wholesalers have ahead of them," Mr. Reeves finds nine possible courses of action which have been and are being followed:

1. *Continue business as usual.* Dawdle away assets. Die slowly of attrition.
2. *Continue old business but reduce expense* through elimination of frills, services, unnecessary expenses, concentration or pooling of purchases.
3. *Add some new uncurtailed lines* to old ones and shift sales emphasis.
4. *Enlarge repair* and maintenance service departments.
5. *Switch to or enlarge second-hand,* reconditioned merchandise department.
6. *Make a complete change in lines of merchandise* handled (e.g., shift from radio to men's clothing).
7. *Consolidate* with nearby competing stores.
8. *Switch from retailing to war production,* as for example, seeking profitable employment in shipbuilding after a brief training course.
9. *Close up business.* Conserve assets for re-entry after war.

One might think that hardware distributors would have been the first to be pushed out of the picture through priority rulings, but it seems theirs is one of the most interesting and varied

stories of survival. Mr. Reeves describes hardware as "hit but hopeful," and says, "hardware dealers furnish an excellent example of a type of business which was early hit by priority shortages, but in which dealers have been able to emphasize the sale of garden supplies and items made of non-critical materials."

After checking, the U. S. Department of Commerce in San Francisco found, in this city, "only 3.8% of the firms listed in a six-month old telephone directory have actually gone out of business. Another 13.5% anticipate that they may have to close within the next six months, but 82.7% report (this was December, 1942) that they believe they may be able to continue in business for the duration."

How have these hardware dealers done it? By ingenuity and resourcefulness. "Several have enlarged their repair services, curtailed expensive delivery services, and placed their stores in a stronger position generally for wartime operation."

## The Sad Story of Radio Dealers

Radio and electrical appliance dealers have a sadder story in spite of the assistance, which utilities, electrical bureaus and manufacturers in this region have been attempting to render. A check made in San Francisco by the Department of Commerce shows that 36.6% of those in business six months before the end of the year have either closed or were about to close. Another 17% have resigned themselves to closing within the next few months as their stocks of repair parts and merchandise were depleted. "Less than half, 46.4%, anticipate being able to survive the years of war." Radio dealers who believe they will be able to remain in business reported large stocks of repair parts. The hurdle for these, however, was the extreme difficulty in getting, and keeping, skilled personnel for shop work. Skilled radio repairmen are joining the Signal Corps, and other vital war services.

Nevertheless, the optimism of the hardware dealers illustrates, Mr. Reeves believes, "that given some merchandise and half a chance, the small businessman is able to work out a solution for himself." Here are some of the ways he has done it: "self-help, western style," Mr. Reeves calls it, pointing out that "distributors in the far West, with but a few exceptions such as tire and automobile dealers, have had to depend on self-help to meet their wartime problems."

In quoting case histories, subjects are not identified in most instances, because the data were furnished on a more or less confidential basis. Too

much publicity, using names and exact locations, might add to the headaches of the distributor in question.

In a western town of 3,500 population, a formerly thriving furniture dealer found himself with less and less to sell. Dealers in other lines of merchandise were surviving by contributing to the maintenance of the equipment they originally sold. But how, you may ask, is a furniture dealer going to service a chair, a carpet, draperies? You'd be surprised—he found a way. Servants always have been scarce in the West and nowadays they can't be found at any price. This furniture dealer, with little left to sell, installed a housecleaning service. He contracts to service—that means, clean—"floors, carpets, rugs, furniture, draperies, woodwork, and other household furnishings by the month, week, or job." The service is booming, the owner of the business reports. What's more, he has picked up a substantial number of repair jobs for the store's upholstery department, and has developed a profitable moth-proofing business.

#### Bright Ideas Keep Doors Open

Druggists are forced out of business by the growing shortage of pharmacists, not to mention the lack of certain drugs. In one town, a resourceful drug store owner developed a plan whereby one pharmacist fills the prescriptions for all three of the competing stores in the neighborhood. The customer takes his prescription, as always, to the store he has been patronizing, and receives the compound bearing its label. The plan includes the pooling of prescription ingredients by the cooperating stores. Thus all three are able to carry on, despite manpower and drug shortages.

An automobile accessory store had parts to sell—but many people couldn't find mechanics. The town is a smallish one, and the mechanics are all moving to the larger war production centers. People with cars, who know how to tinker, could often do small jobs themselves if they had the tools. This dealer had a bright idea. He cleared up a storeroom, installed work benches with vises, equipment, and tools, and charged a fair rental to those who are able to work on their own cars. The dealer couldn't obtain a hydraulic lift, so he provided a pit for under-car work. The "amateur monkey wrench mechanics" are crowding in, and the dealer is enjoying not only a new source of income for tool rentals, but increased accessory sales.

Another dealer in the automobile field, a northern California automobile dealer in a town of 10,000, subleased part of his plant to another tenant,



## Who's giving Coverage to Who and What?

It's all a little confusing but nobody really cares too much because in the above pictured episode everybody's out just to have a good time.

But when it comes to business . . . Pittsburgh Market coverage . . . there's nothing confusing. Here's the market as it really is.

1. Most of the families (better than 6 out of 10) live outside the A. B. C. City of Pittsburgh.
2. The majority of these families live and work in 144 cities and towns surrounding Pittsburgh where the Post-Gazette offers 50% more coverage than any other Pittsburgh daily newspaper.
3. The Post-Gazette's city circulation is the second largest in Pittsburgh, all of which is "the why" that only the Post-Gazette gives effective, balanced coverage of the entire Pittsburgh Market.

### PITTSBURGH POST-GAZETTE

PAUL BLOCK AND ASSOCIATES—NATIONAL REPRESENTATIVES  
New York • Chicago • Philadelphia • Boston • Detroit • San Francisco • Los Angeles • Seattle





# Why are people spending **30%** more time with the new **POST?**

**T**HROUGHOUT war-busy America—men and women of all ages are spending 30% more time with the new Saturday Evening Post.

The reasons? An aliveness and alertness to the fast-moving panorama of national and world events. A livelier tempo in key with the times. Straightforward—solid support of every phase of the war effort. Far-seeing views on business, labor, education, government. Brilliant fiction and humor that entertains wholesomely and decently.

## **Rockwell's Four Freedoms Significant Editorial Contribution**

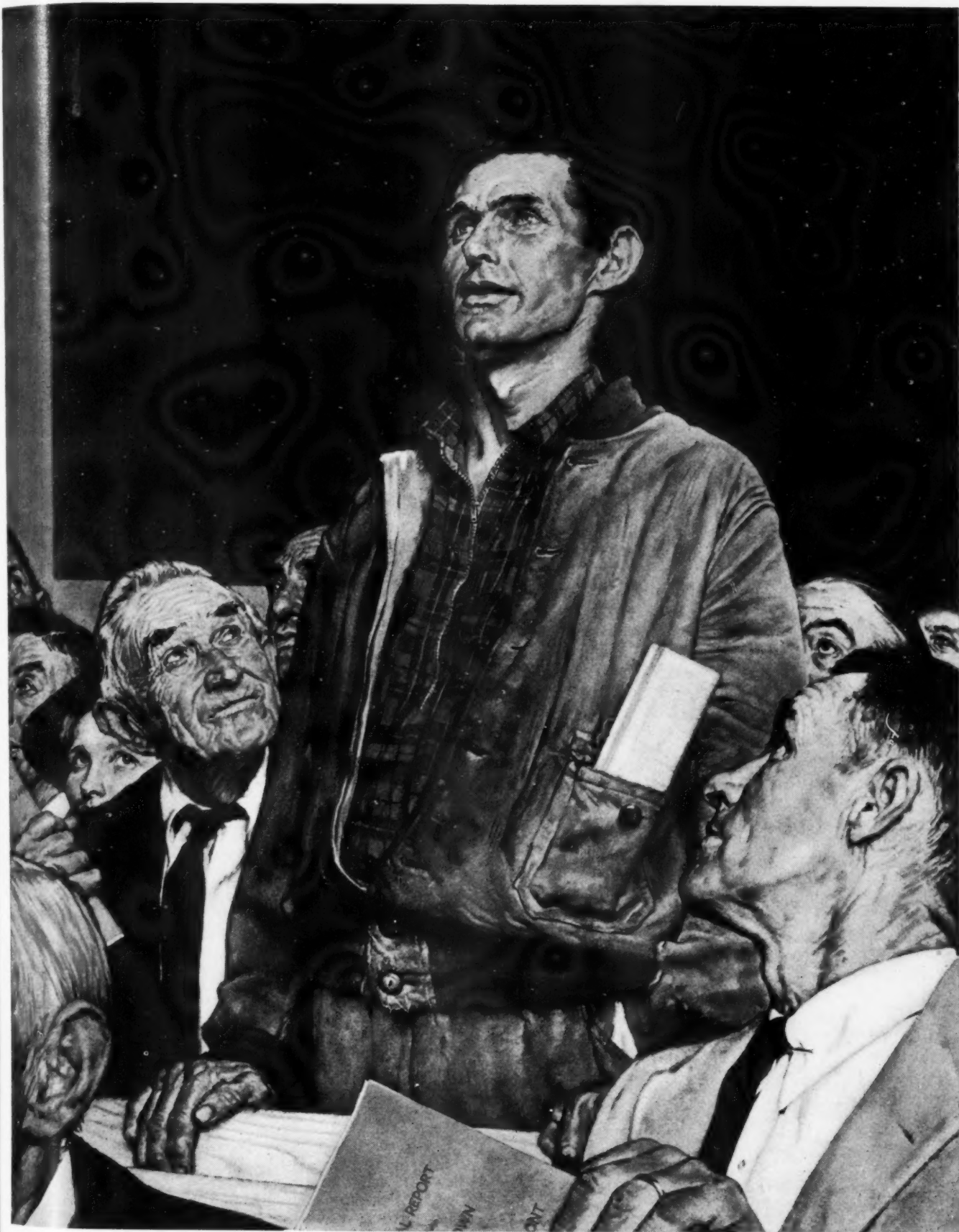
Outstanding example of the new Post's editorial enterprise—the exclusive publishing of Norman Rockwell's four masterpieces—

The Four Freedoms. Acclaimed and participated in by famous radio personalities. Adopted as a major public educational program by OWI—issuing millions of posters. Featured in national War Bond Show and drive in collaboration with U. S. Treasury—details to be announced later.

Week after week—the new Post is winning added readership . . . added interest . . . added enthusiasm. *People like the new Post.*



## WATCH THE NEW POST



*Freedom of Speech*

FOR THE NEW AMERICA ★ ★ ★ ★

MARCH 1, 1943

[55]

then placed a full-time salesman on the job to develop repair business. Through direct mail, the dealer circularized every automobile owner in his community. The salesman followed up the second letter. The repair and maintenance program which was developed included a mileage guarantee for all repair jobs where this was appropriate, and initiated a monthly inspection service which included greasing, minor adjustments, oil changes. The materials which were used were charged for at regular prices and monthly inspection was billed at a fixed nominal fee. It's working.

What with laundries taking in Uncle Sam's washing instead of the

public's, and domestic help almost impossible to find, every housewife, who doesn't have one, wishes every Monday that she had bought that washing machine. She'd give a lot for anything that would swish the suds around. One far western retailer of washing machines realized this. He has no more new machines to sell, and he doesn't know when he'll get them. So he established a regular assembly-line plant where used machines are taken in, completely overhauled, and reconditioned for selling. The machines are thoroughly renovated before they are offered for sale—and his business is booming.

Two radio dealers, one in a small

town, one in a metropolitan center, think they know how to stay in business. The small town dealer (he's in a city of 10,000) believes he can get by if he develops his repair business to its utmost. Leaving his store in the care of his wife (one way of beating the manpower shortage), he went from door to door to make a survey of radio ownership. He asked each householder these questions: 1. Do you have a radio? 2. What make is it? 3. What year? 4. Have you had any trouble getting good reception? 5. How many hours during the day do you listen in? 6. Do you have any radio you want to sell?

### Two Success Stories

Strategic questions, wouldn't you say? This radio dealer made no attempt to sell anything either during the interview or immediately following it. Cards were made up from the information obtained, and later they were used as guides for a direct-mail campaign for more repair work. The survey, above all, uncovered the fact that there were several persons who had good used radios which they were willing to sell. Others had used radios which would provide spare parts if dismantled.

The second radio dealer does business in San Francisco. He owns a successful radio store on Market Street—a fine location in the heart of the main shopping center of the city. It's a location too valuable to give up, even though the dealer has so little left to sell that his inventory will soon be exhausted. This dealer wants to keep the location and to continue to sell radios when they are again available. How will he do it? At present he keeps his store open only three days in order to conserve his present stock of radios while he gets together a complete line of men's haberdashery to keep him in business for the duration.

Again in the words of Regional Business Consultant Reeves (who is doing a remarkably fine job in the West), "It was wholly right that we first centered our attention on helping manufacturers adjust their plants to the war effort and to get into war production. Nevertheless, we must now give distributors more than a sympathetic attitude. We must not allow their problems to increase by default. . . . The problem is a national one, and, in fairness to all, it should be approached on a national basis. The time for a realistic, national search for a solution of the problem is clearly at hand now." Sales managers can't help but be concerned. They are faced with losses and their future business is at stake.



## "No More Fall-a-Parts Catalogs, Mr. O'Shaughnessy!"

"Every day if it ain't kicks it's brickbats! Our parts books falling apart everywhere! Oh me, oh my, O'Shaughnessy, dammit don't you know a war's on, that manuals, parts books and trainees' booklets get ten times the punishment they ever got?"

Come, poor dear Mr. O'Shaughnessy, learn about KROYDON COVER. It's tough, it'll hold. It's handsome. It's cleanable with a damp rag. Kroydon's extra long fibers give you folding strength with or against grain. It prints "work and turn," having a glossy ripple surface both sides. Kroydon, Mr. O'Shaughnessy, is the real McCoy for parts books, manuals and such.

Specimens, Samples? Ask your printer or paper man (Kroydon's a national brand), or write us at the mill. Holyoke Card and Paper Company, Springfield, Massachusetts.

Eight colors now available (six went to war).  
Two weights.  
Regular finish mildly ripple.  
Special finishes in moderate quantities.

# KROYDON COVER

"Tough as a Hippo"

Companion cover lines by "The Cover Paper Mill"

TWILTEX LEATHERCRAFT DURATEX WOODTONE



## Free

### SEWING KIT

**Needle, thimble and four spools of thread—white, black, gray and tan—all in a neat metal case.**

This handy Sewing Kit will be sent you *absolutely free*. All you need to do is to answer these few simple questions and so help us to determine how many regions and in just what way our product helps. You will receive the Sewing Kit to pay for your trouble whether or not the product has helped you.

We assure you that everything you write will be held strictly confidential.

1. *Where did you buy this product?*

(Name of Store)

2. *How much did you pay for it?*

3. *Did the product help you?*

4. *Kindly tell us for just what reason you used this product?*

Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_  
Zip \_\_\_\_\_

**Lydia E. Pinkham Medicine Company**  
LYNN, MASS.



**Lydia E. Pinkham's  
SANATIVE WASH**  
FOR THERMAL SPRINGS

Pinkham's Sanative Wash has been used by women for over 20 years. It has been found to be most effective in the treatment of various conditions of the female system, such as irregular menstruation, pain, and other ailments. The Sanative Wash is a gentle, soothing, and refreshing preparation. It is made from natural mineral waters and is free from any harmful ingredients.

**USE IN FOLLOWING MANNER:**

1. **Directions:**—After a shower or bath, apply the Sanative Wash to the affected parts of the body. It may be used as a douche or as a vaginal wash.
2. **Caution:**—Do not use if you are pregnant or nursing.
3. **Warnings:**—Do not use if you have a severe skin condition or if you are allergic to any of the ingredients.
4. **Precautions:**—Keep out of the reach of children. Do not use if the container is open and the product has become discolored or has a strong odor.

**OPINIONS FOR DOCTORS:**

ALL PINKHAM'S SANATIVE WASH is made from natural mineral waters and is free from any harmful ingredients. It is a safe and effective preparation for the treatment of various conditions of the female system.

SEE FREE OFFER ON BACK PAGE

Lydia Pinkham has mended many holes in its distribution set-up through a novel use of a sewing kit offer. The customer earns the kit by filling out a questionnaire enclosed in each package. The company is rewarded by learning about its customers.

# Tracing of Retail Sales Shows Lydia Pinkham How to Advertise

Locations of wholesale centers of distribution are not, in themselves, reliable criteria for selecting media, Pinkham discovered. Plotting the location of consumers and sound copy testing have enabled the company to put every territory on a profit-making basis.

**A**FTER you ship to wholesalers do you really know *where* your sales are made? Do you know to *whom* you sell? Do you know which are your *major* markets?

Lydia Pinkham Medicine Co., Lynn, Mass., has found the answer to these questions. A practical research plan has enabled them to determine all these things and more; where each advertising dollar has gone, and exactly how much profit the company earns, in each market. We say a practical research plan, for it helped the firm to boost its sales in 1941 to exactly double the 1936 figure.

Lydia Pinkham's vegetable compound has been moving at the rate of 10,000 bottles per day—as a result of the company's method of adjusting sales and advertising on the basis of a perpetual market analysis.

It was back in 1940 when Charles Pinkham, then advertising manager

of Lydia Pinkham\* developed the study, in order to meet a special problem which faced the company. Because the company sold directly to wholesalers from its main office, it did not employ salesmen, and it did not maintain a sales apparatus. As a result, it did not have access to the usual information gleaned from salesmen's reports about markets, consumers, and the pulse of the trade. Lydia Pinkham had the additional problem of lack of contact with the trade, for it advertised directly to the consumer, and uses very little in the way of sales promotion and trade advertising. The products are not fair trade, and are carried as a loss leader by most druggists. Pinkham products are carried and sold on the basis of consumer demand.

The basis of the Pinkham plan is an accurate delineation of market areas, a method of checking sales and the development of an advertising formula and sales index.

After trying and discarding vari-

\*Now Vice-president and Chairman of the Plans Board at Erwin, Wasey & Co.

MARCH 1, 1943

## Why Ambassador Davies Thinks Hitler Is Dead

PM 13

### Logic Indicates Hitler Is Dead, Davies Says

By the United Press

**NEW YORK WORLD-TELEGRAM**—Amplifying his remarks today that the current German situation was still a "guess,"

## J. E. DAVIES SUGGESTS HITLER MAY BE DEAD

### Ex-Envoy to Russia Links Idea to Nazi Mourning Orders

Mr. Davies spoke from Washington in the **March of Time** program. He added that, regardless of whether Herr Hitler was alive or dead, the party was still

**N.Y. TIMES**

## THE MARCH OF TIME is MAKING NEWS today

During the past few months, for example, listeners-in have heard Ruml on pay-as-you-go, McNutt on work-where-you're-needed, Wickard on there'll-be-less-to-eat, William Jeffers on rubber, Prentice Brown on the farm bloc. Grenville Clark's report on his new civilian draft proposal was an M.O.T. exclusive. Former Ambassador Joseph E. Davies broke the papers from coast to coast with another March of Time exclusive, "Is Hitler dead?"

*If you missed these bits of news-in-the-making, there are more coming. For the M.O.T. reflects the skill of Time in sifting from all the news the important people and events which are the living roots of unfolding history.*

These are some of the reasons why M.O.T. won the Advertising & Selling Award for "outstanding skill in program production."

## The March of Time

Sponsored by the editors of

# TIME

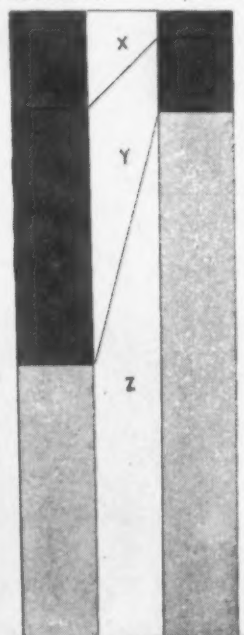
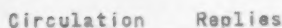
beamed to 23,000,000 radios of

THE NBC NETWORK  
THURS. 10:30 P. M., EWT



Rebroadcast by short wave each week to Europe, Asia, Australia, and Latin America.

## Replies by Zones Compared with Circulation



If you suffer distress from  
*Monthly* **FEMALE**  
**WEAKNESS**

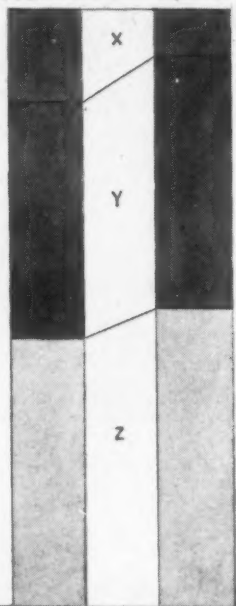
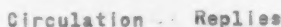
And Want to Build Up  
**RED BLOOD!**

If all rock stars—yes, like so many girls and women, in fact—did work hard, they could suffer strange, headachy, backache, chronic or "irregular" periods or the other—due to female hormones, monthly disturbances—the Little Endocrine Compound TABLETS which added hormones to one medicine you can buy to ease that's hard—according to women.

because of their soothing effect on 98% OF WOMAN'S MOST IMPORTANT ORGANS. Take regularly—They help build up resistance against all nervous system symptoms. And their iron helps build up red blood plasma & promote a more nourished and vigorous blood-system, more strength. Lofis Pinkettes Tablets are also a fine stomachic tonic. Follow and defend your World today.

For free trial bottle write this card and mail with 25c. to Dr. P. M. Pinkettes, Attention: Lofis, 647 Clay-Land St., Little Rock, Ark.

889 TAE



MANY WOMEN OVERJOYED OVER THIS "IMPROVED"

**FEMININE HYGIENE**

**Modern New  
"BACTERIOSTATIC"  
Hospital Tested  
With Splendid Results**

Many domestic-bias requirements like requiring use of churches for worship that used to be rejected, such as, for women troubled with offending rules, disapproval and other violation.

The NOTATION of Pronouns is ANATIVE WORD. Instead this is a modern offshoot "barbaric style." The modern trend is to maintain the same type (sexual, independent) and, avoid numbers of Doctors and skilled persons as is the best principle of teaching. It discourages



bacterial growth and infection channels. *Neisseria* and *Streptococcus* cause minor irritations and discharges.

For free trial bottle test the oil and send with name and address to the Lydia E. Pinkham Medicine Co., 439 Cleveland St., Lynn, Mass.

892 S. W.

For approximately 12 years, the company had been using package inserts, requesting certain information from the customer, and offering a free sewing kit to the customer who sent in the filled-out questionnaire. Ques-

In addition to numbering the cartons, the shipping department keeps records of the shipping date and the name of the wholesaler to whom the

In this instance, a check on the returned carton tops and questionnaires revealed that only 16.2% of the merchandise sent to Smith, Kline & French in that particular shipment was purchased by consumers living in Philadelphia County. Returns were received from four states other than Pennsylvania. In Lycoming County, with only one-twentieth of the population of Philadelphia County, sales amounted to one-fourth as much as the sales in Philadelphia County. Total returns from Philadelphia's two suburban counties (Delaware and Montgomery) amounted to only slightly more than returns from Lehigh County, 30 miles away. Following is a list of returns by counties. This is a good example of why it pays to check where sales are actually made. Does this look as though sales to Smith, Kline & French in Philadelphia are sales which should be credited to the "major market" of Philadelphia?

INSERT RETURNS FROM  
GOODS SOLD BY ONE  
PHILADELPHIA JOBBER  
(SMITH, KLINE & FRENCH)

State-County	% Returns
<i>New Jersey</i>	
Sussex	1.4
<i>Maryland</i>	
Dorchester	.9
Somerset	.5
Talbot	.9
Washington	1.4
Wiscomico	.5
<i>New Jersey</i>	
Atlantic	1.8
Camden	1.8
Cumberland	.9
Hunterdon	.5

## SALES MANAGEMENT



# The Florida Season is FIFTY-TWO WEEKS A YEAR—Now!

"NO VACANCIES" in thousands of Jacksonville, Miami and Tampa apartment houses . . . waiting lists for hotel rooms, long lines at restaurants and theatres . . . unprecedented retail sales . . . annual pay rolls that far exceed Tourist-Income in *any* year—the amazing bank figures showing an average increase in deposits of more than 71% in 1942 over 1941.

★ THESE DRAMATIC FACTS SPEAK ELOQUENTLY FOR THEMSELVES. They tell the story of the 1943 Florida . . . of the three cities that account for the bulk of Florida's business, and the trading areas that form a network out of these cities and that have profited in proportion.

★ They tell the story of a vast gain that is all the more amazing because, to a large extent, it represents civilian war work employment and spending.

★ Florida has been quietly working toward industrialization for several years. In the 1937-39 period, when few other states showed increases, Florida showed a manufacturing gain of 11% . . . a trend that, war-spurred, zoomed to the present all-time record of production. And this new rich *all-year* market is reached through the FLORIDA TRIANGLE OF PROFIT . . . the three newspapers whose combined circulations thoroughly cover the great buying power of Florida. Florida—a rich immediate market . . . and a market uniquely ripe for vast post-war gains.



## National Representatives

TAMPA TRIBUNE  
Sawyer-Ferguson-Walker Co. ★  
R. J. Bidwell Co., Pacific Coast

FLORIDA TIMES-UNION  
Reynolds-Fitzgerald, Inc. ★  
Noe, Rothenburg & Jann, Inc., Atlanta

MIAMI HERALD  
Story, Brooks & Finley, Inc. ★  
A. S. Grant, Atlanta

# bargain buy



**A half dozen of the finest news commentators on anybody's air and the other Blue Network features help to build the audience that makes KECA the Bargain Buy of Southern California.**

## KECA

OF LOS ANGELES

*Carle C. Anthony, Inc.*

BLUE NETWORK AFFILIATE • FREE & PETERS, Inc., National Representatives

## EXECUTIVE WANTED

● Somewhere is an outstanding executive who has had his usefulness so curtailed by the war that he is forced to contemplate a change.

He may be the president of a company. He may be an unusually able director of sales or advertising. Or he may be a brilliant assistant who was coming along like a house afire until the war cramped his opportunity.

He will understand the marketing of consumer goods, and the relation of advertising to consumer sales. He will be a resourceful, imaginative thinker, whose original ideas contributed to the pre-war success of his business. He will be between 38 and 50 years old.

To such a man, one of New York City's largest advertising agencies offers a position worthy of his abilities and capabilities.

Members of this organization know about this advertisement.

Letters should be addressed to Sales Management, Box 1029, 386 Fourth Avenue, New York, N. Y.

State-County	% Returns
<i>New Jersey (Cont.)</i>	
Mercer	1.8
Monmouth	.5
Ocean	.5
Salem	1.4
Warren	.5
<i>New York</i>	
Kings	.5
<i>Pennsylvania</i>	
Adams	1.8
Bedford	2.3
Berks	3.2
Blair	2.3
Bucks	2.7
Cambria	1.8
Carbon	1.8
Centre	1.8
Chester	3.2
Clearfield	.9
Clinton	2.3
Columbia	1.4
Dauphin	.9
Delaware	3.2
Fayette	.5
Franklin	1.8
Huntingdon	.9
Indiana	.9
Lancaster	2.3
Lebanon	.5
Lehigh	6.4
Luzerne	1.4
Lycoming	4.6
Mifflin	.9
Montgomery	4.6
Northampton	2.3
Northumberland	.9
Perry	1.4
Philadelphia	16.2
Schuylkill	4.1
Snyder	.9
Sullivan	.5
Tioga	.5
Warren	.5
Washington	.5
Westmoreland	.5
York	.5

### Charting System Is Devised

Here are other amazing figures which prove the same point. Strother Drug Co. is located in Lynchburg, Va., in Campbell County. Yet only 1.6% of all returns on goods sold to Strother Drug Co. came from Campbell County. Justice Drug Co., of Greensboro, N. C., is a successful wholesaler, distributing products over a wide area. Greensboro is located in Guilford County, but only 25.6% of this wholesaler's sales came from Guilford County. Can you credit all sales made by the Justice Drug Co. to Greensboro? When Lydia Pinkham shipped a big order to Sun Ray Drug Co., a large chain organization in Philadelphia it would have been justified in expecting that most of the order would be sold to Philadelphians and consumers in suburban Philadelphia. Yet only 15.6% of the carton tops returned from goods shipped to Sun Ray came from Philadelphia County. Over 85% came from 11 other counties in Pennsylvania, from Delaware, New Jersey, and Ohio!

Using the information obtained from his market analysis, Charles

SALES MANAGEMENT



Pinkham has devised a charting system which enables him to adjust his advertising appropriations in profitable relationship to sales. With this chart, he checks the ratios between advertising, sales and profits; compares individual markets with the country as a whole, and is able to find out which medium pulls best in each spot. Based on this charting system, he has developed a formula for advertising and a method of obtaining a working sales index.

The formula starts with the premise that current profits and current sales are the result not so much from current advertising as from advertising previously run. For example, sales during the month of May, June and July are caused by advertising placed during January, February, March, April, May and June. Only the last two months overlap.

### The Advertising Formula

This is the formula developed by Charles Pinkham for Lydia Pinkham Medicine Co. to determine a working sales index and to guide advertising:

United States Advertising  $\times 2 =$  United States Sales for 6 months. (theoretical)

United States Sales for 6 months (theoretical)  $\div$  United States sales for three months. (actual) = "THE MARKET KEY."

Three months actual sales for any market  $\times$  "the market key" = the sales index for that market.

There are four advantages of determining and using a sales index, according to Mr. Pinkham.

1. It shows the relationship in each market between advertising and sales.
2. It eliminates seasonal trends.
3. It eliminates all the factors which influence business as a whole.
4. It compares the efficiency of advertising in each market with the average efficiency of advertising in all 84 markets.

To prove that his system and formula work, Mr. Pinkham points out that the company is now operating at a profit in each of the 84 markets—a phenomenon in any business.

There is another interesting and unusual angle to the Pinkham research plan. One of the revelations of the market analysis was the unevenness of the sales curve of the Vegetable Compound in different areas of the country. Sales were highest in the states extending through the South in a belt running from New Mexico and Texas through Virginia. A second sales belt, extending from Arizona to Pennsylvania, produced only

moderate sales, while sales were low in the North. Various yardsticks were tried to explain these differences, including population density, income, national origin and climate.

Climate proved to be the explanation. Where the climate was warm, sales were good; where it was moderate, sales were average, and where it was cold, sales slumped. Bolstering this observation was a pamphlet by Dr. Clarence A. Mills, Cincinnati medical climatologist, which demonstrated the effects of climate on the human body. A map made by Dr. Mills, showing the effect of climate upon the growth and weight of college girls, closely approximated the map of Pinkham's 84 market sales areas.

Further investigation convinced Mr. Pinkham that he was correct in

the climatic theory, for Dr. Mills' study showed that warm climates increase female weakness, hence increase the use of medicine for relief. Colder climates, on the other hand, increase the metabolism rate and increase nervous disorders, deterioration of the vital organs. Thus, in the North, when advertising for the vegetable compound stressed relief from female disorders, it had very little appeal. When the compound was promoted as a relief from nervousness, it sold. In the South the original appeal was pertinent, did sell, and was continued. Both types of appeal were tested in campaigns in 54 newspapers, and the results bore out the climate theory. The application of the climatic theory in Lydia Pinkham advertising has increased sales in all three belts.



## Is "hocus-pocus" coming back?

Gone are the days when corks were sold as nutmegs and an "all-wool" suit would shrink 3 sizes in a heavy fog.

The powerful influence of newspaper advertising upon American buying habits has cured old and evil practices. Today if the newspaper advertisement says "this is wool"—it is wool!

Shortages on established brands may leave the gate open for substitutes. But this need not occasion sleepless nights for manufacturers whose brands are familiar household words.

Newspaper advertising is available every day to continue these brands in their preferred market standing.



With second largest circulation of all Ohio evening newspapers . . . the Blade covers industrial Toledo thoroughly . . . and extends its coverage over all the market centers in its ABC territory.

## TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

MARCH 1, 1943

[ 61 ]

# On the Wartime Sales Front

## Alexander Smith Discards Jobbers

Distribution in the post-war period is occupying the mind of many a busy executive. One of the first radical departures from pre-war distribution set-ups has been announced by Alexander Smith & Sons Carpet Co.

A new sales policy to become effective on January 1, 1944, by which usage of wholesale distributors will be discontinued and selling handled from the main mill or mill warehouses, has been announced by William D. Gardner, vice-president in charge of sales. The reasons cited by the company for this move are the need for direct control over distribution for post-war efficiency and the advantage of greater advertising through direct contact with retail customers.

Mr. Gardner states: "We are convinced that to give the dealer what he wants, when and where he wants it, will require the added efficiency of single control, without duplication, overlapping or competitive factors within our own distribution set-up.

"A further advantage is seen in greater effectiveness of advertising through the direct contact of Alexander Smith representatives with all of our customers, a better knowledge by those representatives of the retailers' problems and the effective application in each case of the plans and materials designed to help our dealers sell more goods."

Mr. Gardner points out that this change is being made after 15 years of selling through distributors with some done from branch warehouses of Alexander Smith. The company at present is represented by approximately 50 distributors.

This new sales policy will mean the ultimate expansion of the company's sales force and the establishment of new warehouses in the United States. This will be done gradually over a period of time in proportion to the needs as established by production levels of civilian goods.

The Borden Co., New York City, as a post-war activity, is planning to sell canned fish to the public. The company already has a large West Coast fishing fleet in connection with its vitamin business.

## U. S. Rubber Converts Salespower to War

Many of the most interesting conversion feats which have been accomplished since the war, have dealt not with machinery, but with manpower. An outstanding example of this is the way in which the Footwear Division of United States Rubber Co., New York City, converted its salesmen who had been entirely engaged in selling civilian goods.

Said G. T. Ward, branch sales manager: "We wanted to keep salesmen other than those in the armed forces within the company for the duration in order that we can start peacetime operations with our trained sales force practically intact.

"Aside from those in active service, the Footwear Division branch sales organization is now serving in one of three ways. The first group is distributing essential civilian rubber products. Each salesman has a larger territory and heavier responsibility, for each has a territory formerly covered by two and sometimes three men.

"This group is servicing customers and distributing on an equitable basis civilian items the Government still allows to be made, such as industrial protective clothing and waterproof footwear essential to civilian health. They are assisting in local interpretation of rationing regulations; in fact, doing everything they possibly can to help retailers work out the difficult problems of today.

"The second group is working for the War Products Division. They are doing liaison duty between war industries and the various divisions of United States Rubber Co. so these industries can secure needed engineering and other service rapidly. They form the communication line between war industries that need specialized information or material and our experts who can provide it.

"The third group is in actual war production from coast to coast, doing supervisory work in U. S. Rubber shell loading, small arms ammunition, fuse, synthetic rubber and other war plants. In the footwear plants, they are doing supervisory work on war products such as barrage balloons, inflatable rescue boats, pontoons for bridge-building, bullet sealing fuel tanks for airplanes, jungle boots, etc."

Every one of them, Mr. Ward explained, attended the practical training school in U. S. Rubber's Connecticut plant. The intensive course there lasts eight weeks, combines classroom work with active factory work.

With women rapidly replacing men in many food stores, National Biscuit Co., New York City, suggests a way to help introduce the new sales staff to customers. Nabisco salesmen are now distributing to food-store personnel badges which read "My name is ——— Ask me why Premium Crackers are Better Crackers."

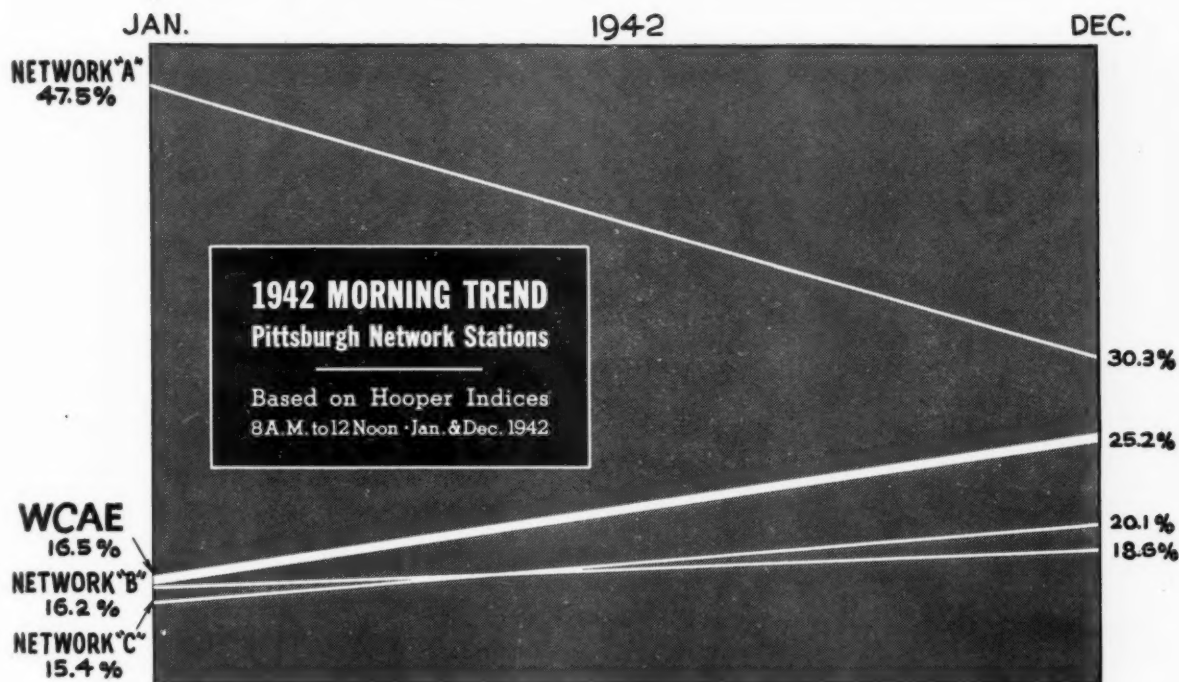
## A Retailer "Sells" His Facilities

Manufacturers would have many of their problems solved and their headaches cured if all retailers could be persuaded to publish a pamphlet similar to the one just released by the Gamble Stores, retail chain serving 24 western states. Entitled "What You Will Want to Know Before Selling to Gamble Stores," the pamphlet seeks to solve the problem of Gamble's recent entry into soft lines, cosmetics, jewelry and other classifications, in addition to their familiar line of automotive accessories, refrigerators and sporting supplies. Finding that many manufacturing sources were unfamiliar with the Gamble set-up, founders Bert Gamble and Phil Skogmo resolved to attack the problem directly. The booklet outlines the objectives and history of the company as well as the chain's size and methods of doing business. A seven point list of reasons why the Gamble chain is a desirable customer is given, including the following vital information welcomed by any manufacturer: Suppliers ship to only 16 warehouse supply centers. Manufacturers obtain distribution in areas now hard to service without depending on salesmen's tires and small war-baby stores that may go out of business in a few years. The chain is not taking on new lines for just the duration. The present expansion into soft goods and department store operation is permanent.

Cotton-Textile Institute and the National Cotton Council, co-sponsors of National Cotton Week, will cut this year's observance from the customary 10-day to a 6-day period, will concentrate merchandising activities on cotton goods which are fairly plentiful, and on many cotton products offered as substitutes for items forced off retailers' shelves by the war.



# WCAE is *ZOOMING* *IN THE MORNING TOO!*



## Hooper Shows WCAE Soaring in A. M. Listening

It's no promotion man's pipe dream that WCAE has zoomed right up to the top bracket in afternoon listening. Months ago Hooper figures put the clincher on that.

But that's only part of the story. There's headline news in the Morning Hooper, too!

In January '42 WCAE hit the high road and really started to move. After twelve short months, the Pittsburgh picture looked like this . . .

WCAE had outdistanced two of the other network stations!

WCAE had whittled down the lead of the remaining network station from a margin of 31% to a margin of only 5% of the listening audience!

It bears looking into, this growing morning preference for WCAE. It means WCAE delivers a morning audience *greater* than two of the other network stations—and *right on the heels* of the leader!

**WCAE**  
PITTSBURGH, PA.

For availabilities and  
complete information  
consult WCAE

or

**THE KATZ AGENCY**

New York Chicago Detroit  
Kansas City Atlanta Dallas  
San Francisco

1250 K. C.

5000 WATTS

**MUTUAL BROADCASTING SYSTEM**

MARCH 1, 1943

[63]



If March comes in like a lion, to coin a phrase, it will go out like a lamb-chop on a meatless Tuesday, although I couldn't tell you why, if you pinned me down.

\* \* \*

Speaking of meatless days, an associate says that advertisers soon will have to revise it to read: "Something new has been taken away."

\* \* \*

"For he's a jolly good seller,"



## You can't tell it... nor sell it to Yehudis!

Yehudis cannot read... nor respond. They're the "little men and women who aren't there," and they make up the difference in circulation between Houston newspapers.

That's why advertisers placed 60.1% more total advertising in The Chronicle than in the second Houston newspaper, and 166.7% more total advertising in The Chronicle than in the third Houston newspaper in 1942, according to Media Records.

These advertisers knew that if they used the second Houston newspaper they would waste their selling story on 32.9% Yehudis... and if they used the third Houston newspaper they would waste their selling story 48.8% Yehudis.

Whether your copy be selling or institutional, isn't this reason enough for you, too, to use The Chronicle... and reach the largest audience reachable with one Houston newspaper.

<sup>o</sup>Chronicle's lead in city home-delivered circulation from September 30, 1942, A. B. C. Publishers' Statements.

TO SELL HOUSTON—BUY CHRONICLE—TEXAS' LARGEST DAILY

## THE HOUSTON CHRONICLE

R. W. McCARTHY  
National Advertising Manager

THE BRANHAM COMPANY  
National Representatives

**First**

IN HOUSTON IN CIRCULATION AND  
ADVERTISING FOR THE 31ST CONSECUTIVE YEAR

carols W'IRY about Big Freddy Miller on Troy's 1,000-watter.

\* \* \*

Tessie O'Paque says that fellow F. B. I. on "Information, Please" is a bright one.

\* \* \*

Capsule Caricature: "She's as sentimental as a greeting-card."

\* \* \*

Charlie Moyer, ex-manager of our local Cadillac service who went in for himself, is a nice guy but *naif*. (No, that isn't misspelled.) Last time I got the car back, I found this note on the bottom of the bill: "Condition of the battery shows car needs more running." But he didn't say how this might be accomplished with an A-book.

\* \* \*

No, Myrtle: tool-manufacturers do not make a special hammer for nailing lies.

\* \* \*

Advertising-agency man's version: "... and pass the appropriation."

\* \* \*

It seemed a pity to murder one of my own brain-children... a headline I had written for the United War Chest drive: "Swing Low, Sweet Charity."

\* \* \*

Hollywood put a timely title on the fillum: "Incendiary Blonde."

\* \* \*

From somewhere in the Pacific, between watches on a deck of the U. S. S. Nevada, Lieut. Lewis Conarro, combatant copy-man, writes to tell me of the midget mortician's wife who told a caller her husband had just stepped out for a short bier.

\* \* \*

West Virginia's Herb Dickson wraps it up in a couplet:

Vim... Vision... Victory,  
That's the Spirit of 'Forty-three.

\* \* \*

*Non Sequitur Dept.*: "Errol Flynn, movie-hero charged with attacks on two teen-age girls, had a bad cold and consequently no thought of romance at the time the asserted advances were made, his lawyers contended."

\* \* \*

An up-State newspaper-man tells me about a local clothier with a Sam Goldwyn reputation. He was trying to sell a suit of clothes, without success, to a young man about to enter the armed forces. "I wouldn't do that," said the little clothier. "If you could get yourself a job in a war-plant, you would be an important *clog* in the machinery."

\* \* \*

McCandlish Litho's H. A. Speckman writes: "The real wallop of Antony's double superlative, 'the most

SALES MANAGEMENT



unkindest cut of all", found the button when Henry Morgenthau, Jr., sent me that lovely little brochure of his, 'Your New Income-Tax'."

J. A. McNally, v.p. of Pittsburgh's Albert Hill agency, says: "With the turn of the year in the offing, I offer this suggested slogan to beer companies: 'In the Spring, a young man's fancy turns Bock-wards'."

This item in *Rough Proofs* deserves wider circulation. A dame asks Lou Costello the classical question: "What has *she* got that *I* haven't got?" and Lou answers: "Nothing. Only you've had it longer."

*Believe-it-or-not-Dep't.*: A Chicago scout clips an ad for Stelzer Belts from *Mademoiselle*, reading: "'Til you meet again . . . wear HIS arm around you! It's the thing to wear. Make it your badge of devotion. Have HIS arm around you (it's a reasonable facsimile), even though He's away. A stunning belt, made of khaki or blue felt on a sturdy leather base . . . 3 inches wide, simulating a life-size hand and arm, with a smart identification bracelet for HIS name. Really a Sensation in Sentiment! Wear it for VICTORY . . . 'til you meet again!" Yoo-hoo, Maiden Form Bra!

"They will rock the Axis, if you supply the rocks," says the recently formed Army-Navy Electronics Production Agency in an expediting booklet addressed to the workers in the radio-electronic industry.

Animal-lover's version: "I didn't raise my dog to be a soldier."

Add similes: "As uninhibited as a horse."

Writes Ralston Purina's Dorothy Schregardus: "My boss (Lester Abbott) thinks the sloganeers missed a good one: 'Get Petrified with Petri Wines'. And, in the next breath, he says: 'Why doesn't that company call its truck-tractors "tractors"?'"

"Fashionable Eye-Wear," says the optical department of a local store. The very eye-dea!

When a man gives-out with the old cliché about his wife's not understanding him, the reverse is true. She understands him . . . plenty.

Wilbur Buds melt in the mouth "like stars in a morning sky." Hey-hey!

Catching the spirit of the thing, Fil-

trol Corporation's Dick Milton thinks a house-organ for a wicker-furniture factory might be the "Reeder's Digest." Reminiscing, he recalls the gas-light era when almost every house boasted at least one match-holder with two black cats on it—the larger cat with a sandpaper back and the smaller one with a label reading: "Don't scratch me, scratch Mother." Ah, those dear, dead days before anybody thought up the idea of a Federal Income-Tax.

"2 Air-Raid Wardens Succumb on Street; Test Called Success." And how!

Revised version: What this country needs is a good 6-cent cigar.

The phrase may not stick, but I have written-up the Red Cross as "Everybody's other mother."

At the Poor Richard Club, William ("The Coming Battle of Germany") Ziff told us that, after the war, you will be able to fly from Washington, D. C., to the West Coast for \$25, and that the airline will make a nice profit at that. Whee!

T. HARRY THOMPSON

## What—No Boom?

★ No, there's no "boom" in Winston-Salem—you know what "boom" means—it's the bubble that bursts with a bang—it's the cause of "peaks and valleys" that make business statistics about a market hard to figure out!

★ "Something is happening in Winston-Salem"—but it's steady growth . . . in industry and agriculture . . . growth that will reflect itself for years to come.

★ Sure, Winston-Salem is busy at war work . . . but the plants doing it will be plugging away at civilian needs . . . when all "booms" are forgotten.

★ As an advertiser you want a steadily growing market! That's why it will pay you in SALES to investigate Winston-Salem now!

## JOURNAL and SENTINEL

Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY

NBC—Radio Station WSJS—NBC



MARCH 1, 1943

[ 65 ]

# Maine Wins Markets & Prestige In "Super Spuds" Campaign

**I**N the face of various war-created problems, the State of Maine has set out to make Maine synonymous with "super spuds."

Super Spuds, in fact, and Chef's Special are two brands on which Maine has started to win new markets and increased prestige for its potato industry.

Revised potato price ceiling orders by OPA on December 19 gave Maine the green light for volume development of these quality brands.

Carl R. Smith, Maine's Commissioner of Agriculture, says that Super Spuds and Chef's Special are the "first potatoes packed in America on a commercial scale" under the exacting U. S. Extra No. 1 designation.

Super Spuds, for stores, run from 2½ to 3¼ inches in diameter. Chef's Special, baking potatoes for the hotel, restaurant and institution trade, are even bigger—3¼ to 4 inches. Both are packed by Maine shippers licensed to use the brands and pledged to maintain designated quality and size.

Maine continues to market its regular pack. But the new program, Mr. Smith explains, is intended to assure wholesalers and retailers of "consistent quality, car after car, pack after pack," throughout the selling season, from October to June. It is going to make more work and cost our shippers more money, but in the long run, our whole potato industry here in Maine will benefit by it."

## Shipping Is Increased

Super Spuds are packed in 10-pound open mesh bags, with the red-white-and-blue State of Maine label on them. They are being handled by 30 Maine shippers, as compared with three for this brand a year ago. They are being advertised in a dozen grocery trade papers and will be advertised in newspapers of about 50 cities in terminal market and other areas of New England, the East and Middle West. The campaign also may be extended into the South. Brooke, Smith, French & Dorrance is the advertising agency.

Grocery chains and super markets backing the Super Spuds program will run newspaper advertising of their own.

In store displays, Super Spuds are emphasized as "America's finest all-purpose potatoes." Store posters reproduce the potatoes in full color and size. Other display material points

out that "potatoes provide good nutrition at low cost," being rich in minerals and in vitamins B<sub>1</sub>, C and G.

Promotion material to retailers listed shippers licensed to use the brand and names of wholesalers appointed in Buffalo, Chicago, Cleveland, Detroit, New York, Pittsburgh, and other markets. Car-lot customers were instructed to buy from shippers direct.

The revised OPA ceilings gave the shippers and their customers a chance to trade up. The State Department of Agriculture went ahead with its first campaign on a quality pack.

But hardly had the OPA been won around, and plans developed, when other wartime problems interfered.

The chief of these was transportation. Maine had expected some trouble getting the 500 refrigerator cars needed daily, and had arranged to allocate shipments to chains, supers and wholesalers. But in early February, just when advertising was being started in the first markets—Albany, Cleveland and Detroit—Maine was able to get only about 175 refrigerator cars daily.

The State Department of Agriculture moved into action. U. S. Senator Brewster of Maine, John J. Pelley, president of Association of American Railroads and others were asked to help. Secretary and Food Administrator Wickard was told that if Maine didn't get cars—at least for shipping Maine seed potatoes to Southern growers—an important part of the nation's wartime food program might be jeopardized.

Maine is getting about 300 cars a

day now, and the Super Spuds program is getting under way in various markets.

Potatoes are "extenders" for meats and other scarce foods, as well as being nutritious on their own. The Government apparently wants to help remove obstacles on their journey to the nation's stomach. With other foods so scarce, Super Spuds soon may be worth their weight in gold.

## Recommended New Books For Marketing Men

"Co-operation Goes to War," by Harold L. Post. Published by C. C. Nelson Publishing Co., Appleton, Wis. Price \$2.50.

This is a book addressed to you, for it is your job, it is business' job, according to Mr. Post, in the post-war period to defend and preserve the free enterprise system through cooperation. Industry must unite to give each individual in the nation a complete and penetrating understanding of the advantages which private enterprise holds for him. Mr. Post calls this process "Direct Persuasion", and explains it in the language and simile of the practical business man. He calls upon business to start now in organizing its arguments for the preservation of the status quo, and building the structure of its "selling campaign."

The book contains a complete explanation of Mr. Post's interesting thesis, and a practical explanation of how to start selling post-war cooperation now.

*Problems in Merchandise Distribution*, by McNair, Learned and Teel. Published by McGraw-Hill Book Co., New York, Price \$5.

The effects of a wartime economy on business of merchandise distribution have been numerous and severe. Old theories have had to be declared discarded, changed, or converted. This volume is a case book of up-to-date wartime marketing histories and theories. Subjects discussed in the book include: nature and scope of marketing problems; customer relations, merchandising—the influence of buyers and consumers on merchandise policies, channels of distribution, brand policy, sales promotion, price determination and policies, legislative regulation of prices, and marketing trends.

The study is graphically illustrated with charts, graphs and tables.

"Retail Advertising and Sales Promotion," by C. M. Edwards and W. H. Howard. Published by Prentice-Hall, Inc., New York City. Price \$6.

"Principles of Marketing," by F. E. Clark and C. P. Clark. Published by Macmillan Publishing Co., New York City. Price \$4.50.

"How Management Can Integrate Negroes in War Industries," prepared by John A. Davis. Published by New York State Council Committee on Discrimination in Employment.

"Salesmanship," by Carl B. Strand. Published by McGraw-Hill Book Co., New York City. Price \$2.

"How to Improve Your Human Relations by Straight Thinking," by William J. Reilly. Published by Harper & Bros., New York City. Price \$2.50.

"Public Relations in War and Peace," by Rex F. Harlow. Published by Harper & Bros., New York City. Price \$3.



# IMPORTANT CHANGE

## Please Note:

Publication Date of the 1943 SALES MANAGEMENT  
SURVEY OF BUYING POWER has been changed to

**MAY 10**

We hate to make this announcement. For the past fourteen years April 10 has been a traditional date in the SALES MANAGEMENT organization, —and to thousands of manufacturers and their advertising agencies. It has been the publication date of the annual Survey of Buying Power.

This year circumstances beyond the control of SALES MANAGEMENT editors make it necessary to move the publication date up a full month. The sweeping changes in population, retail sales and Effective Buying Income which have taken place since Pearl Harbor have rendered obsolete all older data. That calls for a fresh start by the editors.

The new 1942 population figures appear either in raw form or as percentages, per capita and index numbers in fifteen separate columns. Late release of some of the population figures makes it physically impossible to bring the Survey out on the regular publication date.

Because new and exact figures are so vital in the preparation and execution of both current and post-war selling plans, SALES MANAGEMENT readers and advertisers will, we are sure, understand, appreciate and even welcome the slight delay.

Postponement of the Survey necessitates a switch in April and May publishing dates. SALES MANAGEMENT will publish two issues in April —on the 1st and the 15th; but three issues in May—on the 1st, 10th and 20th.



**MAY 10**



MARCH 1, 1943

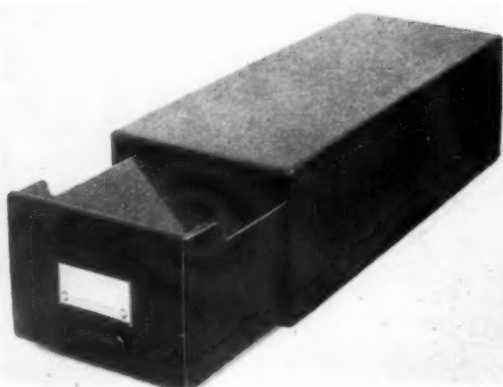
[67]





1.

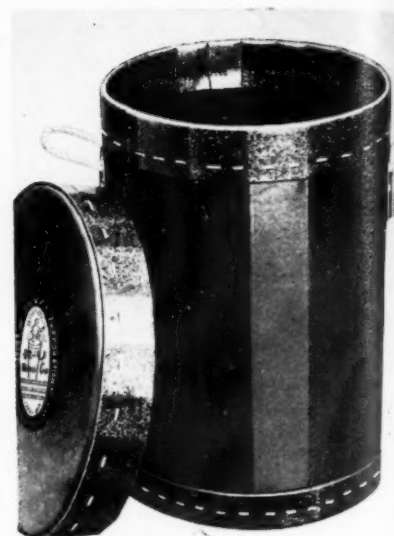
1. Golden Peacock Co., Inc., Paris, Tenn., introduces Trans, a toothpaste that pours yet "stands up on your toothbrush." The new clear Duraglas bottle shows the pure white of the paste. The label is in three colors. Plastic screw closure. Bottles by Owens-Illinois Glass Co., Toledo, Ohio.



2.

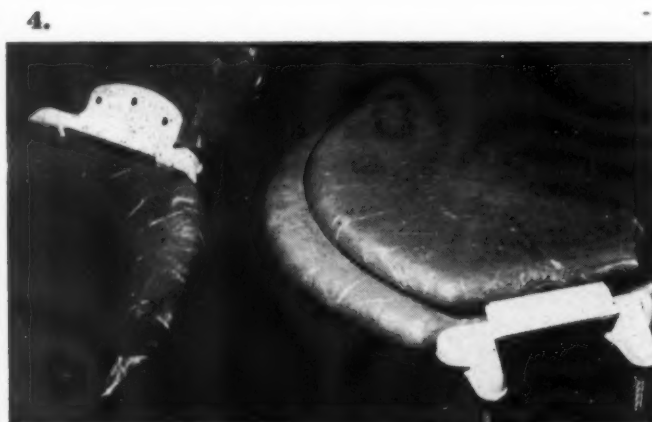
2. Have all those government forms eaten up your filing space? To pinch-hit for metal cabinets, Hinde & Dauch Paper Co., Sandusky, Ohio, have developed a corrugated paper file which is being marketed by Diebold Safe & Lock Co., Canton, Ohio. Shells and drawers are furnished flat, can be quickly set up without glue or stitching. Called "SafeTstak," the file is said to be unaffected by moisture or heat. Interlocks are used to fasten the shells.

3. Even garbage pails have gone to war! As a by-product of researching for paperboard substitutes for metal drums, Container Corp of America, Chicago, evolved a garbage container made of a special asphalt-treated paperboard. The claim for the new container is that it will stand up in all climates and under all weather conditions. Arvey Corp., Chicago, is the manufacturer.



3.

4. This is not surrealist art. It's a new all-plastic toilet seat — complete with even plastic hinges. Made of Lumarith, product of Celanese Celluloid Corp., New York City, it's rust and corrosion proof, easy to keep clean. Manufactured by Globe Tool & Molded Products Co., Rockford, Ill.



4.



5.

5. By now you feel that you need vitamins to keep pace with all the pressures and crises produced by our state of global war. You've a choice of an ever-increasing number of brands, including Fleischmann's new B Vitamin Yeast Tablets introduced by Standard Brands, Inc., New York City. They're packed in the new "match-type" package and protected by a perforated cellophane wrap. The product will be sold through grocery stores and promoted through newspapers and radio.

# Another Detroit Record

## DETROIT NEWS { 2nd. IN TOTAL ADVERTISING 1st. IN CLASSIFIED In America

For the Year 1942 — Authority Media Records

The record of which Detroit is really proud is its war production achievement. This city leads the world in the manufacture of munitions. To quote the O. W. I. report, "Detroit is performing engineering prodigies, turning out more combat munitions than any other industrial area in the world."

The Detroit News is a vital participant in this Detroit. As the newspaper that covers two-thirds of the homes of the city and suburban area its influence has spurred the workers of this great arsenal to further effort, has encouraged greater bond purchases and has welded old and new inhabitants into an effective unit for defeating the axis on the production front.

Its known effectiveness has brought to The News the position of second place in total advertising in 1942 among all American newspapers as well as first place in classified advertising.

These records indicate the awareness of advertisers to the paramount significance of the great Detroit market not only during the period of the war but also in the post-war world.

Advertisers with a product to sell or a name to preserve have equally good reasons for being in The Detroit News in 1943.



**The Detroit News**  
The Story of Michigan's 'Lost Company'  
**NAZIS SHOOT 250 IN MARSEILLES**  
80 Women Are Among Victims  
Militarily as Fight Goes Slow Days in the

**The Detroit News**  
THE HOME NEWSPAPER  
SUNDAYS: 461,793 WEEKDAYS: 381,971

New York: I. A. KLEIN, Inc. Chicago: J. E. LUTZ

MARCH 1, 1943

[69]

# Swift Salesmen Learn To Handle Harried Dealers With Kid Gloves

This is no time for a salesman to wisecrack at a dealer, to dismiss his problems lightly, or to moan and groan with him. A much more constructive approach is needed if manufacturers are to retain dealer goodwill. A "Listen and Explain" campaign was the device used by Swift & Co. to re-orient the point of view of their men.

**S**WIFT & Co. a few weeks ago held an unprecedented salesmen's convention. In other years it has been the custom to call the men in to some central point, such as Chicago, to organize and map the sales program. It was an annual event. The idea was to develop a program to increase meat sales. But the war has changed all that. This year the problem is to make a lessened meat supply go around with the least possible dislocation of the distributing set-up, meet the needs of the civilian population and, at the same time, maintain friendly relations with the dealers and the public.

Why this situation? Well, here are the facts as summarized recently by

Secretary of Agriculture, Claude R. Wickard:

1. The armed forces of the United States have first call on the meat industry. They must get first call. Everything else is subordinated to that.

2. Lend-lease comes second. United Nations' needs must be supplied for our Allies to help fight our battles. Keeping their fighting forces fed and fit is of immediate importance. Their people at home must be kept in condition to produce war materials.

3. After fulfilling these obligations, the remaining food supplies are distributed to our civilian population on the most equitable basis possible.

The meat industry has shouldered the task, to a large degree, of spreading the meat supplies to be available with the least discomfort. This has turned all previous practices in meat sales and advertising topsy-turvy.

There were other problems, too, to be faced this year. Rubber is precious and must be saved. Rail transportation must be kept down because the railroads are overburdened. Needless costs must be eliminated. Swift, thinking of all these things, this year did not call its salesmen in. Instead, it held its annual convention *by radio*.

During the week following, the company conducted what it called a "Listen and Explain Week." Those who called upon dealers had the special objective during the week, to listen to the dealers, to be informed of the problems, and to explain the company's position.

In addition to that, holding the annual sales convention by radio, *saved more than 300,000 travel miles!* The radio convention was organized this way:

The Swift salesmen were asked to gather locally in strategic key spots. At the appointed hour they heard the voices of John Holmes, president; O. E. Jones, vice-president in charge of sales; R. H. Gifford, in charge of Swift branch houses, and J. A. Revelle, in charge of plant sales.

The program, because it was a radio program, was delivered from carefully written script. First came a short talk by President Holmes. Next, Mr. Jones spoke. After that there was a dialogue between Messrs. Gifford and Revelle. Mr. Holmes summed up, briefly and to the point, the problems



## HAMMER

...home your sales story in New Britain with a regular advertising campaign in the Herald

### NEW BRITAIN HERALD

NEW BRITAIN, CONNECTICUT  
The Hardware Center of the World

STORY, BROOKS AND FINLEY, Representatives



Justifiably jealous of the value of its goodwill, Chevrolet has no intention whatever of letting the public forget. Under the direction of General Sales Manager William E. Holler, members of the Chevrolet Division (of G-M) Advertising Committee chart the course of the company's advertising for 1943. The campaign will have a three-fold purpose: 1. To help motorists conserve gas, oil and rubber; 2. To support Chevrolet's nation-wide dealer organization in bridging the motor vehicle production gap; and 3. To keep alive the Chevrolet name. Clockwise around the table: R. H. Crooker, Campbell-Ewald Co.; T. H. Keating, Assistant General Sales Manager, Chevrolet; C. P. Fisk, Advertising Manager; Mr. Holler; E. A. Nimnicht, and K. M. Chase, Assistant General Sales Managers.

SALES MANAGEMENT





# LARGEST

## linage **GAIN** ... in 1942

*of any newspaper in the United States*

**1,280,143** lines

... In the best business year Philadelphia has had since the twenties, the best medium in Philadelphia did the best job for local advertisers ... And national advertisers can do no better than picking a medium for local performance ... and do no better anywhere this year—than in Philadelphia, in *The Inquirer* ... Investigate!



MARCH 1, 1943

of the war as they affect the nation and Swift & Co., and outlined two cardinal objectives:

"FIRST: *Win the war.* This must always be our major consideration in everything we do. It is the *first* principle of Swift & Co., from now on until the war is won.

"SECOND: *Maintain Swift's leadership for after the war.* This means that we must protect our assets of public and dealer goodwill and preference, by every possible means, regardless of temporary difficulties of supply."

Mr. Holmes also said:

"A strong and smoothly functioning American business structure will make it easier after the war to give useful and profitable work to the millions of men and women who will be turning from war to peacetime pursuits. Therefore, *it is the duty of all of us to work towards having a strong company when the fighting is over.*

"Obviously, therefore, it is our responsibility to continue to advertise

our brand names and to keep them alive in the minds of the consumer and the dealer. Every business house in America which is built on a foundation of brand identity has, I think, a similar responsibility. Now, more than ever, it is *imperative* to preserve our brand names if we are to have a dynamic and vigorous economic structure *ready to go* after this war has been fought and won.

"Our advertising will find many opportunities for public service during the coming year. It will show the American housewife how to use her meat wisely—it will help her plan well balanced meals—it will help her to understand why her dealer can no longer offer her the variety of meat cuts she is used to buying.

"I have no doubt there are many questions you would like to ask, if I could be with you in person. One of them, I am sure, concerns the matter of quality in our well-established line of Swift products. I can assure you that the quality of our products will be

jealously watched over. Ahead of us there is work to be done . . . *hard work . . . and hard sacrifices.*"

After that Messrs. Jones, Gifford and Revelle picked up the program. Not every salesman in Swift's employ could be reached on such a program, but at least 90% of all salesmen and key men heard the talk.

The salesmen were given a formula for contacts with the trade. Boiled down from even the brief and pointed words of the script, the main points might be summarized:

#### 4-Point Contact Formula

1. Be good listeners . . . let the dealer tell you his troubles and then be patient and tolerant in helping him with them.

2. Avoid wisecracks . . . the dealer's troubles today are *real* and if you try to dismiss them with a wisecrack we may lose a friend.

3. Don't pass the buck to the house. The salesmen *is* Swift & Co. to the dealer—and he must be prepared to share that responsibility. Dealers like to do business with salesmen like this.

4. Explain . . . give the dealer a full explanation of the "whys." Often a dealer can't get what he wants; but if the salesman will check through his price list carefully, he will find many items he *can* offer. The rule, then, is "*be helpful.*"

On top of all that, the radio voice said, Swift has a program for keeping the salesmen informed with special, short bulletins giving up-to-the-minute information on the product situation as it may be at the moment. Various special problems will be taken up in this way as they may develop throughout the year.

Advertising, aimed to inform the housewife, and so make everybody's job easier, including the salesmen's, is being planned for the duration. These advertisements will recognize product shortages and stress "meat sharing." Media to be employed will include national magazines, an expanded coast-to-coast radio program, outdoor posters and newspapers. There is a series of full pages, in color, in five leading women's magazines. Swift is now broadcasting over 147 stations, every station on the Blue Network.

One special feature is the Swift Breakfast Club, with Don McNeill, who preaches meat sharing, on the air five days a week. This is considered a service job. Another is Martha Logan, at least once a week, to give housewives practical meat buying suggestions—suggestions which will, incidentally, ease the way for dealers.

She gives pointers on making a little meat go a long way in nutritious

## WORCESTER'S AVERAGE WEEKLY EARNINGS

first 10 months of 1942

**16%** higher than  
U. S. average

**24%** higher than  
state average

Central New England is a **MUST MARKET**



Associated with The Worcester Telegram-Gazette

**NBC BASIC  
NETWORK**

PAUL H. RAYMER CO.  
National Sales Representatives

well-balanced meals. Mr. Gifford closed the program with the remark: "It sounds like a swell program. I think all of us know what to say when a dealer raises a question."

President Holmes, in his part of the program, had previously summed up the over-all situation in these words:

### Industry Becomes Arsenal

"Overnight, the great meat packing industry of which Swift & Co. is a part, was called upon to become the meat arsenal of a fighting machine reaching actually around the world. Our vast plants were complete and in operation. Management, trained personnel, and all the complex facilities of one of the most essential industries in the world, were ready—ready because in peacetime it had succeeded in building up the great organization resources which enabled it to process meat, grown on the far-flung farms and plains, and make it available to everyone in America everywhere.

"But not even the enormous resources of this industry can continue to absorb steadily increasing wartime needs without some dislocation of civilian supply. Industrial populations have shifted and increased by millions. National income has climbed by 43 billions of dollars in two years. Our armed forces and those of our Allies are calling for larger and larger proportions of the total meat production. And yet I am convinced that the industry will continue to do efficiently what needs to be done, no matter how heavy the burdens time and war may force upon it."

### Livestock Talks Turkey

In a series of full-page ads in *Banking*, the denizens of the barnyard place a wealth of basic facts about current farm economics on the desks of the nation's bankers in a plea for more local financing of farm purchases—stock, feeds, improvements and equipment.

Sponsored by J. I. Case Co., Racine, Wis., manufacturers of farm implements, the ads put words into the mouth of the cow, the hen, the sow, and the steer, about the problems which continually are cropping up to impede the farmer in his efforts to keep pace with the Government's war-time food production program. Says the hen: "Whether we hens produce our big quota in 1943 depends a good deal on farm machines. . . Machinery that saves an hour a day in the field enables them (Mr. and Mrs. Farmer) to take care of an extra hundred hens, produce perhaps 10,000 extra eggs." Bossy, "the lady that liquidates loans,"

reminds bankers that cows that should be producing milk for children and our fighting men are being slaughtered because the farmer is losing the labor that it takes to milk and care for them. "Loans to farmers, who under rationing regulations may have a chance to buy badly needed machines, will save cows' lives. So will loans to buy cows released from good herds."

In each ad Case stresses loans by banks as a vital service to the country, tells bankers that Case dealers will assist them in finding the proper places for food production loans.

Western Advertising Agency, Racine, places the account.

### New Services for B. & O.

The Baltimore & Ohio Railroad continues its wartime institutional campaign in a new schedule calling

for more than a thousand insertions in dailies and weeklies throughout the B & O territory. Copy will deal with six specific phases of railroad performance in the war effort—moving food to the battle and home fronts, maintenance programs, equipment conservation, fuel transportation, carrying supplies from production centers to the armed forces, and the railroad worker's war job.

The ads will be reproduced for display wherever they can further effectively the railroad's public relations aims and help sustain the morale of the road's employees. They will be seen on dining car menus, in time-table folders and as station posters, and featured on bulletin boards in the B & O's principal shops and in the employes' magazine. Through The Richard A. Foley Advertising Agency, Philadelphia.

## SETTING STANDARDS FOR



## War Time Advertising

Many advertisers in *Popular Mechanics* have no goods to sell except to customers with priority ratings yet they buy space for the constructive purposes of aiding our war time effort and of insuring their post war business.

In the March issue, nine told present owners how to care for their equipment, irreplaceable until after the war.

Eleven told how their machines and tools can help other manufacturers speed up their war production, economically.

Fourteen explained that, with peace, they would be back in the civilian market, often with improved goods. One even offered prizes to consumers making the best suggestions for improving its product.

These advertisers, we submit, are setting standards for war time advertising and peace time sales in both industrial and consumer market. They are insuring their future businesses at low cost, too, because they are buying space in *Popular Mechanics*, whether at the one or twelve-time rate, at less than a dollar and thirty cents per page per-thousand.

Can you think of sounder standards by which to judge your own war time advertising?



**POPULAR MECHANICS**  
*Magazine*

200 East Ontario Street, Chicago  
New York ★ Detroit ★ Columbus



# Sales Management High-Spot Cities

## Retail Sales and Services Estimates for April, 1943

In April the dollar total of Retail Sales and Services (stores, service establishments, amusements, hotels) should slightly exceed the March total—\$5,410 millions vs \$5,385—and go 4½% above April of last year. The inventory barrel is getting low, and the physical volume of merchandise sold is now well below last year. Rising merchandise prices plus unparalleled expenditures for amusements may be expected to keep the dollar total above last year for a few more months.



SALES MANAGEMENT'S *Research and Statistical Department* has maintained for several years a running chart on the business progress of approximately 200 of the leading market centers of the country. Among the ones shown in the following columns are those in which, for the month immediately following date of publication, Retail Sales and Services should compare most favorably with the similar period a year ago.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food

store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume this year and last. A figure of 126.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 26% over the similar month a year ago. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizeable gain over its own past, but the rate of gain may be less than that of the nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns.



### Suggested Uses For This Index

- (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where post-war drives should be localized.

### As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of 12-months' Retail Sales volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

In studying these tables three primary points should be kept in mind:

1. *How does the city stand in relation to its 1942 month?* If the "City Index" is above 100, it is doing more business than a year ago.

2. *How does the city stand in relation to the nation?* If the "City-National Index" is above 100 it means that the city's retail activity is more favorable than that of the nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-sized cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

Only 4 cities are expected to fall short of the April, 1942, dollar volume of retail sales and services.

In order of city-index ranking San Diego continues to lead with 177.8. The next 14 are Portland, Me., 162.5; Newport News, 161.6; Colorado Springs, 157.1; Portsmouth, Va., 154.2; Muskogee, 146.4; Tacoma, 140.3; Tucson, 139.4; Mobile, 138.1; Seattle, 135.3; Wichita, 133.2; Norfolk, 133.0; Oakland, 130.8; Long Beach, 130.3; Spokane, 129.2.

★ Cities marked with a star are "Preferred-Cities-of-the-month," with gains equaling or exceeding the national gain.

### RETAIL SALES AND SERVICES (S.M. Forecast for April, 1943)

	City Index	Nat'l Index	\$ Millions
U. S. A.	104.5	100.0	5,410.00
Alabama			
★ Mobile . . . . .	138.1	132.2	7.53
★ Montgomery . . . . .	110.0	105.3	4.95
★ Birmingham . . . . .	109.0	104.3	16.40
Arizona			
★ Tucson . . . . .	139.4	133.4	3.95
★ Phoenix . . . . .	124.7	119.3	7.20
Arkansas			
★ Little Rock . . . . .	113.7	108.8	6.10
★ Fort Smith . . . . .	112.7	107.8	1.05
California			
★ San Diego . . . . .	177.8	170.0	24.10
★ Oakland . . . . .	130.8	125.2	28.55
★ Long Beach . . . . .	130.3	124.7	13.50
★ Stockton . . . . .	115.6	110.6	5.10
★ San Jose . . . . .	114.5	109.6	5.75
★ Berkeley . . . . .	111.8	107.0	5.20
★ San Francisco . . . . .	111.6	106.8	55.50
★ Sacramento . . . . .	109.3	104.6	10.25
★ Los Angeles . . . . .	107.0	102.4	106.50
★ San Bernar- dino . . . . .	105.0	100.5	3.30
Fresno . . . . .	102.1	97.7	6.65
Pasadena . . . . .	100.7	96.4	6.85
Santa Barbara . . . . .	98.8	94.5	2.40

(Continued on page 76)

SALES MANAGEMENT

# True Story Goes Back to 15c

EFFECTIVE WITH THE MAY 1943 ISSUE

*Climaxing 13 Months of Sensational Circulation Gains—  
Reaching an All-Time High in True Story's  
2,500,000 February Issue*

TRUE STORY in the past 13 months has achieved a newsstand gain of more than 1,000,000 copies—one of the five such gains in magazine publishing history.\*

Now, under rationing of paper, it has become necessary to halt these gains. It has further been determined to return True Story to its premium price with a view to directing its sales toward those who want it most.

True Story's current guarantee of 2,000,000 copies per issue will be maintained, so long as paper restrictions permit.

For 23 years, True Story has delivered more Wage Earner Families than has any other magazine. True Story's market of Wage Earner Families is today—and in the postwar *will be*—more important than ever before.

Today, with its return to a premium price level—True Story's hold and influence on these families should bring increased profits for its advertisers' investments.

IN ADDITION, ONLY TRUE STORY GIVES YOUR ADVERTISING

THE BENEFITS OF THESE 6 "EXTRAS"

\* True Story (twice),  
Life, Reader's Digest  
and Look.

1. Most Wage Earners at Least Cost. 2. Highest Average Ad Readership. 3. Record Pass-Along. 4. Least Duplicated Audience. 5. Cover-to-Cover Readership. 6. Moves with the Payrolls.

True Story —for 23 years  
the Wage Earners'  
Favorite Magazine

# 106,828

## 1940 Population of GREATER JOHNSTOWN PENNSYLVANIA

• • •

Virtually Complete Cov-  
erage of the Entire Trad-  
ing Area — 345,869 — is  
Afforded Only by the

## TRIBUNE AND DEMOCRAT



**CHESTER · PA.**  
1st in Pennsylvania  
14th in the U. S. A.

Again in April, Chester ranks well above all Pennsylvania cities in Sales Management's High Spot City forecast. 14th among 200 cities, this market will pull more than its weight on any sales/advertising schedule . . . April retail sales of \$3,900,000 will be 27.1% over 1942 — and 21.6% above the U.S. average. . . Baldwin Locomotive and Sun Shipbuilding typify the gigantic organizations working 'round the clock . . . creating high family income and the above retail sales record in Chester.

One daily newspaper covers  
this market, reaching over  
26,000 families.

**Chester Times**  
National Representatives  
Story, Brooks & Finley, Inc.

## Sales Management High-Spot Cities

(Continued from page 74)

RETAIL SALES AND SERVICES  
(S.M. Forecast for April, 1943)

	City Index	Nat'l Index	\$ Millions
<b>Colorado</b>			
★ Colorado Springs . . .	157.1	150.3	3.50
★ Pueblo . . . . .	115.0	110.2	2.65
★ Denver . . . . .	114.2	109.3	23.75
<b>Connecticut</b>			
★ Hartford . . . . .	122.0	116.7	18.85
★ Bridgeport . . . .	113.9	109.0	11.20
★ Waterbury . . . .	110.7	105.9	7.40
★ New Haven . . . .	107.4	102.8	12.75
★ Stamford . . . . .	102.4	98.0	4.15
<b>Delaware</b>			
★ Wilmington . . . .	105.6	101.1	9.85
<b>District of Columbia</b>			
★ Washington . . . .	115.4	110.5	71.40
<b>Florida</b>			
★ Tampa . . . . .	122.6	117.3	7.70
★ Jacksonville . . . .	114.6	109.7	10.25
★ Miami . . . . .	104.9	100.4	14.30
<b>Georgia</b>			
★ Savannah . . . . .	125.6	120.2	5.50
★ Macon . . . . .	118.5	113.4	4.35
★ Augusta . . . . .	115.0	110.1	3.65
★ Columbus . . . . .	112.4	107.5	3.40
★ Atlanta . . . . .	109.1	104.4	25.15
★ Albany . . . . .	107.7	103.1	1.30

RETAIL SALES AND SERVICES  
(S.M. Forecast for April, 1943)

	City Index	Nat'l Index	\$ Millions
<b>Hawaii</b>			
★ Honolulu . . . . .	118.7	113.6	18.85
<b>Idaho</b>			
★ Boise . . . . .	114.1	109.2	2.80
<b>Illinois</b>			
★ E. St. Louis . . . .	122.3	117.3	4.00
★ Rockford . . . . .	112.1	107.3	5.20
★ Chicago . . . . .	110.1	105.4	227.50
★ Moline-Rock Island E. M. . . . .	107.6	103.0	5.30
★ Peoria . . . . .	104.1	99.6	8.20
<b>Indiana</b>			
★ Evansville . . . . .	122.2	116.9	7.30
★ Fort Wayne . . . .	120.5	115.3	8.80
★ Indianapolis . . . .	116.7	111.7	30.60
★ Terre Haute . . . .	113.1	108.2	5.10
★ Gary . . . . .	108.3	103.6	6.15
★ South Bend . . . . .	104.5	100.0	6.50
<b>Iowa</b>			
★ Sioux City . . . . .	117.6	112.5	5.70
★ Des Moines . . . . .	111.3	106.5	10.65
★ Cedar Rapids . . . .	108.4	103.8	4.70
<b>Kansas</b>			
★ Wichita . . . . .	133.2	127.4	9.70
★ Kansas City . . . .	123.9	118.5	5.50
★ Topeka . . . . .	120.2	115.0	4.25
<b>Kentucky</b>			
★ Louisville . . . . .	109.2	104.5	21.35
★ Lexington . . . . .	108.1	103.4	4.70
<b>Louisiana</b>			
★ Shreveport . . . . .	112.5	107.7	6.35
★ New Orleans . . . .	108.9	104.2	126.75
<b>Maine</b>			
★ Portland . . . . .	162.5	155.5	9.00
★ Bangor . . . . .	104.1	99.6	2.85

## MUSKOGEE . . .

**FIRST in the State of Oklahoma!**  
**SECOND in the Nation!**

Sales Management's High-Spot Cities' forecast shows Muskogee has the second highest rating in the entire country. Another good reason for national advertisers to go after sales in this market!

- RETAIL SALES UP!
- WHOLESALE SALES UP!
- POPULATION UP!
- CIRCULATION UP!

Reach This Rich Eastern Oklahoma Audience Through

## Muskogee Phoenix & Times-Democrat

MORNING — EVENING — SUNDAY

Represented by the Branham Company





Today, more than ever before, it is important to know exactly what lies ahead. The routes of business are different now. More curves . . . crossroads . . . steep hills to climb . . . all these difficulties require knowledge of the actual conditions of the road.

The far-seeing executive uses a Ross Federal survey to determine facts first. It is an inexpensive way to gauge speed and to avoid delays and timing.

Talk to a Ross Federal man today about your plans for tomorrow.



**ROSS FEDERAL RESEARCH  
CORPORATION** 18 East 48th St., N. Y.  
AND 31 KEY CITIES FROM COAST TO COAST

MARCH 1, 1943

[77]

RETAIL SALES AND SERVICES  
(S.M. Forecast for April, 1943)

	City Index	Nat'l Index	\$ Millions
<b>Maryland</b>			
★ Baltimore ...	111.8	107.0	63.60
Cumberland ..	103.9	99.4	3.50
<b>Massachusetts</b>			
★ Springfield ..	120.2	115.0	13.00
★ Lowell .....	110.5	105.7	5.50
★ Holyoke .....	110.1	105.4	3.05
★ Worcester ...	109.6	104.9	13.35
★ New Bedford	108.8	104.1	11.45

RETAIL SALES AND SERVICES  
(S.M. Forecast for April, 1943)

	City Index	Nat'l Index	\$ Millions
<b>Mass. (Con't.)</b>			
★ Boston .....	105.7	101.2	66.80
Fall River ..	103.0	98.6	5.10
<b>Michigan</b>			
★ Detroit .....	116.5	111.5	122.50
★ Lansing .....	116.5	111.5	8.00
★ Battle Creek ..	114.7	109.8	4.05
★ Jackson .....	114.6	109.7	4.55
★ Bay City .....	110.1	105.4	3.30

RETAIL SALES AND SERVICES  
(S.M. Forecast for April, 1943)

	City Index	Nat'l Index	\$ Millions
<b>Mich. (Con't.)</b>			
★ Flint .....	105.7	101.1	10.50
★ Grand Rapids	105.2	100.7	12.50
Kalamazoo ..	103.7	99.2	5.25
Saginaw .....	103.3	98.9	5.30
<b>Minnesota</b>			
★ Minneapolis ..	109.8	105.1	34.55
★ St. Paul .....	108.5	103.8	19.50
Duluth .....	103.0	98.5	5.40
<b>Mississippi</b>			
★ Jackson .....	117.1	112.0	3.85
<b>Missouri</b>			
★ St. Joseph ...	116.6	111.6	4.05
★ St. Louis ....	114.0	109.1	54.00
★ Kansas City ..	113.5	108.6	3.20
★ Springfield ..	107.6	103.0	3.45
<b>Montana</b>			
★ Billings .....	102.5	98.0	2.20
<b>Nebraska</b>			
★ Omaha .....	118.8	113.7	13.10
★ Lincoln .....	108.5	103.8	4.50
<b>Nevada</b>			
★ Reno .....	115.3	110.3	3.50
<b>New Hampshire</b>			
★ Manchester ..	107.4	102.8	4.40
<b>New Jersey</b>			
★ Passaic .....	122.5	117.3	7.00
★ Camden .....	114.6	109.7	7.95
★ Newark .....	109.6	104.9	36.00
★ Trenton .....	107.6	103.0	9.05
Jersey-City- H'b'ken-Pat	103.3	98.8	25.70
<b>New Mexico</b>			
★ Albuquerque	107.9	103.3	3.25
<b>New York</b>			
★ Elmira .....	120.2	115.0	4.15
★ Niagara Falls	118.8	113.8	5.10
★ Utica .....	110.6	105.8	5.90
★ Schenectady ..	109.5	104.8	5.60
★ Syracuse .....	108.9	104.2	13.90
★ Rochester ....	108.4	103.7	21.65
★ Binghamton ..	108.2	103.5	5.40
★ Buffalo .....	108.0	103.3	34.20
★ Troy .....	107.1	102.5	4.20
★ Jamestown ..	106.8	102.2	2.75
★ New York ..	104.5	100.0	428.50
Albany .....	102.8	98.4	9.15
<b>North Carolina</b>			
★ Durham .....	124.1	118.7	3.90
★ Charlotte ....	118.6	113.5	8.20
★ Winston-Salem	111.6	106.8	4.10
★ Asheville ....	107.9	103.3	4.05
★ Greensboro ..	105.3	100.8	3.90
★ Raleigh .....	98.2	94.0	3.45
<b>North Dakota</b>			
Fargo .....	103.9	99.4	2.65
Grand Forks	102.6	98.2	1.25
<b>Ohio</b>			
★ Akron .....	122.2	116.9	19.30
★ Toledo .....	115.2	110.1	20.75
★ Canton .....	112.8	107.9	9.00
★ Cincinnati ..	112.6	107.8	38.00
★ Dayton .....	112.6	107.8	17.75

# SAN DIEGO is A-1

The war production city  
with an A-1 future!

**TODAY** your war-time message in the San Diego Union and Tribune-Sun reaches an area with a very large percentage of employment in war industries with a future. Daily circulation February 1st 112,198--Sunday, January 31st, 84,677.

Bureau of Census  
analysis for  
American Management  
Association classes  
San Diego "A-1",  
as one of six such areas  
which grew most rapidly  
during war, with the best  
prospects of retaining war-  
time growth.  
--Adv. Age, Feb. 1

**TOMORROW**, the im-  
pressions planted will grow  
into acceptance and sales in  
an area now containing over  
a half million civilians and  
rated by Census officials as  
tops among larger American  
cities most likely to retain  
wartime gains.

Send now for booklet, "How big  
is San Diego", or secure through  
National Representatives.

## SAN DIEGO UNION and TRIBUNE-SUN

Union-Tribune Publishing Co., San Diego, California

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.

New York • Chicago • Cleveland • Denver • Seattle • Portland • San Francisco • Los Angeles

SALES MANAGEMENT

RETAIL SALES AND SERVICES  
(S.M. Forecast for April, 1943)

	City Index	City Nat'l Index	\$ Millions
<b>Ohio (Cont'd.)</b>			
★ Cleveland ...	110.8	106.0	58.80
★ Springfield ..	110.3	105.5	4.50
★ Columbus ...	107.4	102.8	23.35
★ Youngstown ..	105.5	101.0	11.30
★ Zanesville ...	104.4	99.9	2.50
★ Steubenville ..	102.0	97.6	3.10
<b>Oklahoma</b>			
★ Muskogee ...	146.4	140.1	2.40
★ Oklahoma City	116.1	111.1	12.35
★ Tulsa .....	112.5	107.7	9.05
<b>Oregon</b>			
★ Portland ....	128.5	123.0	31.00
★ Salem .....	110.3	105.6	2.50
<b>Pennsylvania</b>			
★ Chester .....	127.1	121.6	3.90
★ Williamsport	121.6	116.4	3.25
★ Erie .....	110.3	105.5	7.30
★ York .....	109.3	104.6	4.20
★ Harrisburg ..	109.2	104.5	7.60
★ Pittsburgh ...	107.8	103.2	54.30
★ Philadelphia ..	107.4	102.8	116.75
★ Lancaster ...	107.1	102.5	4.95
★ Wilkes-Barre ..	106.1	101.5	5.40
★ Johnstown ...	106.0	101.4	4.80
★ Allentown ...	101.8	97.4	6.55
★ Scranton ...	101.5	97.1	7.35
★ Altoona ....	98.7	94.5	4.15
★ Reading ....	94.4	90.3	6.80
<b>Rhode Island</b>			
★ Providence ..	115.4	110.4	21.60
<b>South Carolina</b>			
★ Charleston ..	114.3	109.4	5.10
★ Columbia ...	113.2	108.3	5.15
★ Spartanburg ..	111.8	107.0	3.50
★ Greenville ..	111.4	106.6	4.25
<b>South Dakota</b>			
★ Sioux Falls ..	120.0	114.8	4.10
<b>Tennessee</b>			
★ Chattanooga ..	118.8	113.7	8.20
★ Nashville ...	114.9	110.0	12.00
★ Knoxville ...	110.8	106.0	7.10
★ Memphis ...	110.6	105.8	20.70
<b>Texas</b>			
★ Austin .....	121.9	116.7	5.50
★ Waco .....	120.0	114.8	3.55
★ Fort Worth ...	115.0	110.0	12.75
★ Dallas .....	114.7	109.8	2.45
★ Houston ...	114.3	109.4	29.70
★ Beaumont ...	111.2	106.4	3.85
★ Galveston ...	110.7	105.9	3.20
★ San Antonio ..	110.2	105.5	13.50
★ El Paso .....	107.5	102.9	5.30
★ Wichita Falls	102.0	97.6	2.85
<b>Utah</b>			
★ Ogden .....	123.8	118.5	3.35
★ Salt Lake City	118.7	113.6	11.50
<b>Vermont</b>			
★ Burlington ..	100.9	96.6	2.05
<b>Virginia</b>			
★ Newport News ...	161.6	154.6	3.85
★ Portsmouth ...	154.2	147.6	3.30
★ Norfolk ...	133.0	127.3	13.90
★ Richmond ...	123.0	117.7	16.75
★ Lynchburg ...	105.8	101.2	2.85
★ Roanoke ....	98.2	94.0	4.75

MARCH 1, 1943

RETAIL SALES AND SERVICES  
(S.M. Forecast for April, 1943)

	City Index	City Nat'l Index	\$ Millions
<b>Washington</b>			
★ Tacoma ....	140.3	134.3	10.60
★ Seattle .....	135.3	129.5	43.80
★ Spokane ....	129.2	123.6	11.40
<b>West Virginia</b>			
★ Huntington ..	113.5	108.6	4.80
★ Charleston ..	105.5	101.0	6.00
★ Wheeling ...	97.8	93.6	3.45

RETAIL SALES AND SERVICES  
(S.M. Forecast for April, 1943)

	City Index	City Nat'l Index	\$ Millions
<b>Wisconsin</b>			
★ Milwaukee ..	120.5	115.3	45.00
★ Sheboygan ..	118.2	113.1	3.10
★ Superior ....	117.6	112.5	3.20
★ Manitowoc ..	116.4	111.4	1.80
★ Green Bay ..	106.5	101.9	3.55
★ La Crosse ...	100.0	95.7	2.30
<b>Wyoming</b>			
★ Cheyenne ....	108.3	103.6	1.70

**LOOK!**  
**WTAR CARRIES**  
**ALL 10 of the TOP 10**  
**ALL but 6 of the TOP 25**  
**33 of the first 52 Programs**  
**MORE OF THE NATION'S FAVORITE**  
**PROGRAMS THAN ALL OTHER STATIONS**  
**IN THIS AREA COMBINED**

That's why the army of new war-workers (and their families) in the Norfolk Metropolitan Area naturally tune to WTAR for the programs they have always preferred. And these newcomers soon depend on WTAR for most of their radio listening just as old Norfolk residents have been doing for over 19 years.

Top quality programs are one important reason why WTAR regularly influences more listeners in this war-booming area than all other stations combined. Write for WTAR's complete story of the sales possibilities for your product in this fabulous market.

5,000 WATTS DAY and NIGHT



NBC RED NETWORK

**WTAR** **NORFOLK VIRGINIA**  
NATIONAL REPRESENTATIVES: EDWARD PETRY & CO.



# Media & Agency News

## Style & Value for the Boys

The *American Weekly* will run a new promotion program this spring to help men's wear merchants maintain their business by tapping the new war-worker market. The first campaign last fall won the active cooperation of 827 merchants, including some of the largest in this field.

The new campaign emphasizes a merchants' "pledge of cooperation" and the theme, "Better Apparel Means Better Morale." The pledge says: "In the interest of our country and our patrons, we are adhering strictly to America's wartime regulations as they affect our goods and our services. We are proud as ever of the fine quality and the superb styling of our apparel. You may buy it with confidence and wear it with pride."

Announcing the campaign this month in *Men's Wear*, *Men's Apparel Reporter* and *Daily News Record*, *The American Weekly* offers merchants, in addition to the pledge display, several counter-size display pieces, mats for local newspaper use, radio scripts, salesmen's manuals, etc.

Because "Mr. Average Citizen may be wondering whether a new suit, hat, or pair of shoes is really worth buying during these unusual times," the men's wear merchant's displays, advertising, and selling "should all be pointed in the direction of selling up the fine style and quality of stocks which you have on hand in spite of wartime rationing and regulations."

Starting March 21, *The American Weekly* will devote a series of seven quarter-pages, fortnightly, to spring and summer "style bulletins for men." These will stress the slogan, "Better Apparel Means Better Morale," and will explain that "your favorite men's shop is well stocked with good clothes."

Thus the magazine, distributed by 20 large newspapers from coast to coast, is helping to create new men's apparel interest among the more-than-7,500,000 families which it covers. The program increases the familiarity of retailers in this field with *The American Weekly*, and familiarizes millions of workers, many of whom are making more money now than ever before, with the fact that good clothes are a good investment.

With the launching of the first campaign last August, the magazine told men's wear retailers that the workers on the production front "draw a weekly pay envelope of \$400,000,000."

"They can't buy new cars, refrigerators, new homes . . . and a host of other necessities involving either hardware or rubber."

But they "can buy clothing (for women, as well as men), food products, drug-store products, cosmetics, entertainment."

"Because of restricted income, many workers used to confine their men's wear purchases largely to an odd pair of pants, a leather jacket, a windbreaker, a necktie or two, socks and small goods (accessories)."

"Now, they want and can afford: a suit of good clothes, a topcoat, an overcoat, a \$3 shirt, a pair of good shoes."

To win over these men, the magazine pointed out, in a sales manual on "Your New Customers," that "you must change your selling approach . . . particularly if previously you employed the 'high-hat' approach . . . customers don't need the implied flattery of the fact that they can get the same men's wear as the best people in town. They want good things which are appealing presented and displayed."

"Trade up on a common-sense basis. The \$10 silk shirt days of 1915 to 1917 are not coming back. Don't try to sell 'dogs' or extreme styling to this new group. Show them the new products they can afford to buy."

The first program was launched by *The American Weekly* last fall when it was realized that the outlook for this important branch of American business suddenly had turned pretty black. The publication stepped in to offer help to America's retailers of men's wearing apparel and furnishings. In the first quarter of 1942, just after Pearl Harbor, "on the basis of expected woolen scarcity, priorities, simplified styles, etc.," the magazine said in announcing the campaign, "the nation's men's wear stores had enjoyed a Roman holiday."

The retailers' own emphasis on scarcity, however, provoked public reaction. This led to a sharp drop in sales in the second quarter.

The retailers were so "distressed about those young customers of theirs who had gone to war," that often they failed to appreciate the extent to which manpower and earnings on the production front were increasing.

Beginning in the August 30 issue, and continuing every two weeks to December 6, *The American Weekly* carried quarter-page messages from leaders in the men's wear business.

In the first advertisement, Raymond H. Reiss, president of the Clothing Manufacturers of the U.S.A., discussed features of men's suits for fall and winter. Warren Smith, secretary of the Hat Institute, Inc., told some "interesting facts about men's hats" in the second advertisement. Other participants were Jay O. Ball, president of National Boot & Shoe Manufacturers Association; Morris Myers, president of National Association of Clothiers and Furnishers, who discussed accessories, such as belts and suspenders; Roy Cheney, president of the Underwear Institute; executives of *Men's Apparel Reporter* and *Men's Wear*, who discussed shirts and neckwear, men's jewelry and leather accessories. The last advertisement in this series, on December 6, promoted "gifts he'll remember for years to come."

These eight messages occupied \$36,000 worth of space in the magazine.

The spring campaign similarly will be constructive and thorough. The seven advertisements will promote men's spring suits and topcoats, spring and summer hats, summer clothing, sports wear, Father's Day gift accessories, work clothes, shirts, underwear, hosiery, shoes and neckwear.



War workers now have the money to buy clothes. And *The American Weekly* is helping men's wear merchants to tap this new market. The campaign, whose theme is "Better Apparel Means Better Morale," features this display - poster "pledge of cooperation."

Although frills have been eliminated and some restrictions have been placed on styles, fabrics and patterns, *The American Weekly* points out that the American male apparently will not have to wear "ersatz" apparel.

*The American Weekly* will tell 7,500,000 American families that the men's wear trade is carrying on, with plenty of good values to offer to customers.

## Agencies

Chester J. LaRoche, chairman of the board of Young & Rubicam, goes on leave of absence to become operating head of the Advertising Council, assuming the duties of Miller McClintock, now president of Mutual Broadcasting System. Mr. LaRoche has been chairman of the council, which was incorporated on March 1, 1942, to aid government departments in developing war campaigns.

Lou R. Maxon, of Maxon, Inc., is named Deputy Administrator of the Office of Price Administration, succeeding Robert W. Horton, resigned.

Sherman & Marquette, Chicago, opens a New York office at 50 Rockefeller Plaza, in charge of J. Allen Barnett, vice-president. Ashley Belbin is creative head of the New York office; William Bacher, radio director; Kelso Tager, media and research director, and W. R. Denning, production manager.

Foote, Cone & Belding, successor to Lord & Thomas, and Rickard & Co., New York, are elected members of American Association of Advertising Agencies. Robinson Murray is appointed assistant executive secretary; Richard Turnbull, assistant treasurer, and William A. Fricke, assistant secretary of the Four A's.

George Enzinger, vice-president of Buchanan & Co., is named executive on the Bendix Aviation account, with Paul Mun-


SALES MANAGEMENT

★ ★ ★ ★ ★ ★ ★ ★

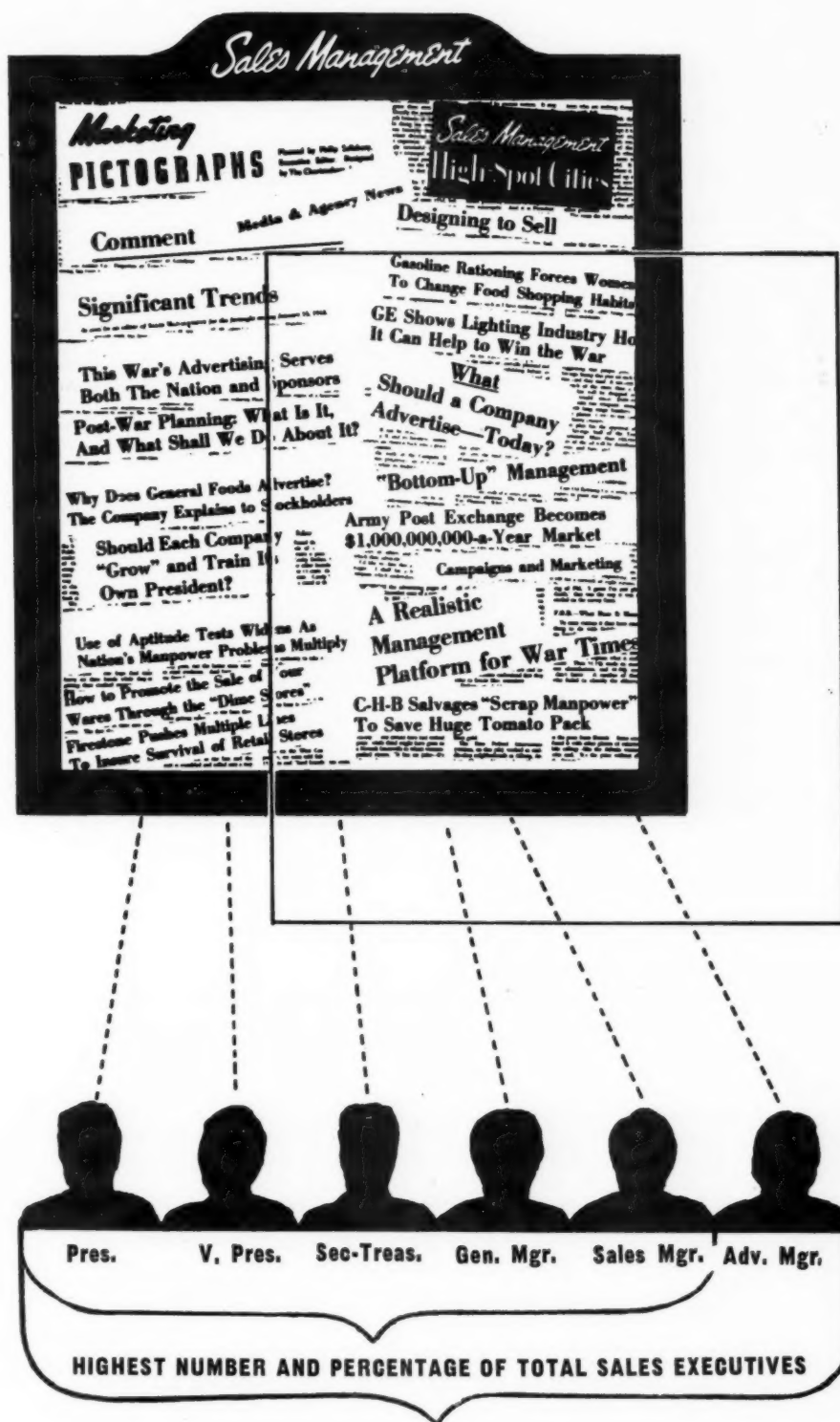
**"Washington  
Influence" begins  
at home**

★ ★ ★ ★ ★ ★ ★ ★

CHOOSE THE  
LEADER IN  
THE BUSINESS  
FIELD . . .



# A Frame for YOUR Advertising—



HIGHEST PERCENTAGE OF READERS IN MANUFACTURERS' GROUP.

**SALES MANAGEMENT, 386 Fourth Ave., New York, N. Y.**

roe assisting him. . . Carl M. Stanton, executive on the Lucky Strike account with Foote, Cone & Belding, is assigned to radio executive duties. . . Frank Ferrin, formerly vice-president and executive on the Procter & Gamble account at H. W. Kastor & Sons, joins Leo Burnett Co., Chicago, as vice-president in charge of radio. Burke Herrick becomes an account executive with the Burnett agency. . . John Freiburg, formerly with Birmingham, Castleman & Pierce, New York, forms Advertising & Sales Council, Inc., Winchester, Va. . . John Davenport Scheuer, from *Esquire*, joins William H. Weintraub & Co., New York, as an officer and director. . . Marie C. Power, from Gardner Advertising Co., is now space buyer with Jones & Brakeley, New York.



R. Del Dunning is new Ruthrauff & Ryan account executive.

Walter Weir is elected vice-president in charge of creative work with Kenyon & Eckhardt. . . George T. Emerson, account executive, is elected a vice-president, and R. Del Dunning, formerly advertising manager of the Centuar and Cummer divisions of Sterling Drug, Inc., is now an account executive of Ruthrauff & Ryan. . . Alan M. Ward, Buffalo, is elected a vice-president and Fred Barrett, New York, becomes associate media manager of Batten, Barton, Durstine & Osborn. . . Theodore S. Strong and Thomas M. Kersey are elected directors and Paul A. Dorn treasurer of Ivey & Ellington.

## Accounts

Chesapeake & Ohio, Pere Marquette and New York, Chicago & St. Louis railroads, to Kenyon & Eckhardt, New York. . . O'Sullivan Rubber Co., Winchester, Va., to Advertising & Sales Council, there. . . National Union Radio Corp. to Sayre M. Ramsdell Associates, Philadelphia. . . American Dairy Association to Campbell-Mithun, Chicago. . . Feigenspan Brewing Co., Newark, and Dobler Brewing Co., Albany, to Maxon, Inc. . . Mary Dunhill, Inc., cosmetics, to St. Georges & Keyes, New York. . . International Shoe Co., Conformal division, to Olian Advertising Co., St. Louis. . . Knothe Bros. Co., maker of Expanso belts, pajamas, etc., to Abbott Kimball Co., New York. . . Bauer & Black, division of Kendall Co., to Henri, Hurst & McDonald, Chicago, for Curity surgical dressings, first-aid products, etc. (Blue-Jay foot products advertising continues with Ruthrauff & Ryan.) . . E. J. Brach & Sons, Chicago, appoints Sherman K. Ellis & Co., for Brach's Swing candy bar. . . Foote, Pierson



The new officers and directors of the Carolinas' Advertising Executives Association, elected during the semi-annual session, January 29 and 30, at Spartanburg, S. C.: (Left to right) front row: Lee Rickard, Anderson (S. C.) *Independent*, director; A. L. Brandon, Rocky Mount (N. C.) *Telegram*, first vice-president; C. E. Godfrey, Spartanburg (S. C.) *Herald & Journal*, president; W. P. Etchison, Columbia (S. C.) *State*, director; & Rex Freeman, Winston-Salem (N. C.) *Journal*, director. Back row: G. H. Lemons, Greensboro (N. C.) *News & Record*, director; D. P. Self, Greenville (S. C.) *News-Piedmont*, second vice-president; John Roberts, Fayetteville (N. C.) *Observer*, director; & P. G. Laughridge, Salisbury (N. C.) *Post*, secretary-treasurer.

& Co., Newark, maker of electrical instruments, to Albert Frank-Guenther Law. . . Wabash Appliance Corp., Brooklyn, to Gotham Advertising Co. . . M. P. Moller, Inc., Hagerstown, Md., builder of organs, to Richard A. Foley Agency, Philadelphia.

## Newspapers

With general (national) advertising still going strong, total advertising lineage in newspapers of 52 major cities in January, says Media Records, was 5.8% ahead of January, 1942. General gained 12.2% in these cities—due in part to increases from industrial advertisers. Classified (also due to more want ads from industrial concerns) was 16.9 per cent ahead; automotive rose 14.6, and retail was up 0.8.

Total lineage in these cities was the largest for January since 1937. Classified was the best since 1930, and general the best since 1938.

Circulation of country and suburban weekly newspapers of the United States has increased about 800,000 in the last year, American Press Association, New York, reports in its 1943 "Directory of Country and Suburban Town Newspapers." The average increase was 5½% per paper.

Six southern newspapers represented by Sawyer-Ferguson-Walker Co.—Atlanta *Journal*, Miami *News*, Newport *News Press and Times Herald*, Richmond *Times-Dispatch* and *News-Leader*, Roanoke *Times and World-News*, and Tampa *Tribune*—have prepared a study on "The Urban South and Its Sales Opportunities." In the last decade, it is explained, "the South had a greater numerical increase in urban population than the industrial East and the Midwest combined," and in this period, "Richmond, Va., enjoyed by far the greatest industrial growth of any large city in the nation." The war program has accelerated the South's growth.

Charles E. Godfrey, advertising manager

of the Spartanburg, S. C., *Herald-Journal*, is elected president of the Carolinas' Advertising Executives Association. . . Franklin B. Hurd, advertising director of the Providence *Journal*, resumes work after an extended illness. . . W. W. Waymack is elected editor of the Des Moines *Register and Tribune*, succeeding Harvey Ingham, editor of these papers for more than 40 years, who becomes editor-emeritus. . . Roy Roberts, Kansas City *Star*, is elected president of American Society of Newspaper Editors.

With circulation now averaging 85,000, as compared with about 50,000 at Pearl Harbor, the Honolulu *Star-Bulletin* introduces new advertising rates, effective May 1. Flat rate per line is advanced from 16 to 20 cents.

Bureau of Advertising, American Newspaper Publishers Association, issues Supplement No. 3 to the book "Advertising Goes to War," published by the bureau last summer.

Spokane *Spokesman-Review* publishes its 1943 Progress Edition, presenting pictorially the growth of the "Inland Empire" of the Pacific Northwest.

Advertising Research Foundation reports from an analysis of the San Antonio *Express*, in the Continuing Study of Newspaper Reading, increased interest—particularly by women—in stories on rationing.

## Magazines

With certain large magazines reported already to have turned down from \$1,000,000 to \$10,000,000 in new advertising business, because of the paper restrictions, another 10% paper cut is expected on April 1.

*Life* reduces its print order from 4,200,000 to 3,700,000, the reduction coming from newsstand sales. . . *Saturday Evening Post* adopts smaller type for editorial material, permitting 6% more words per column. . . To halt circulation gains, which rose to 2,500,000 with February issue, *True Story* raises newsstand price from 10 to 15 cents with May issue. . . Screenland Unit will continue publication of its new magazine, *Movie Show*, but circulation will be stabilized at 125,000 and rates reduced from \$300 to \$250 a black and white page. . . Because of "influx of new business" resulting from paper restrictions,



**KOMA** 5000 Watts  
OKLAHOMA CITY'S CBS station

Ask your Agency to ask the Colonel!  
**FREE & PETERS, Inc., National Representatives**





H. G. Drake joins Macfadden Publications as promotion director.



And Wes Jones takes over promotion at True Story.

American Home asks cooperation of advertisers with regard to cancellations. . . *Popular Science* changes rate protection period to three months in advance of black and white closing dates.

Herbert G. Drake is named promotion director of Macfadden Publications, Inc., and Wes Jones succeeds him as promotion manager of *True Story*. . . Mrs. Denny Griswold is appointed promotion manager of *House & Garden*. . . Ivan B. Romig resigns as publisher of *Sports Afield*, but continues as vice-president in charge of sales and advertising, at New York. W. F. Taylor, treasurer of the company, becomes business manager of the Minneapolis office. . . Jerome Ellison resigns as editor of *Liberty* to become managing editor of *Collier's*. . . George A. Harter rejoins *Our Army*, New York, as general manager. . . Charles Hurd, from the New York Times, becomes an associate editor of *Newsweek*, in charge of the new "Postwar Horizons" feature. . . George Clifford is now western advertising manager of *Young America*, at Chicago. . . Marvin D. Hicks and Bert Brumm join the advertising sales staff of *United States News*. . . Charles A. Lane is now on the advertising promotion staff of *American Magazine*.

Norman Rockwell's paintings of the "Four Freedoms," currently appearing in the *Saturday Evening Post*, will be reproduced by the Federal Government. . . *McCall's* issues a report of a study of advertising and merchandising plans of super markets for 1943. . . *This Week* introduces a series of "Wartime Ad-Bulletins"—the first one on Sunday readership. . . *Time*, *Life*, and *Fortune* advertising departments recently held a preview for New York advertising men of the Russian film, "One Day of War," which is being released in this country by 20th Century Fox for the March of Time. . . *Liberty* begins to sponsor on CBS a program called "The Ghost Shift" by Phillips H. Lord, Inc., placed through Warwick & Legler.

## Radio

Cooperative Analysis of Broadcasting currently reports 12 night programs above the "30" mark in listenership, as against seven a year ago, and nine day programs above "10," as against one a year ago. Charlie McCarthy, Fibber McGee, Jack

Benny and Bob Hope are all above the "40" mark, in that order, and American Home Products' "Romance of Helen Trent" leads the daytime shows. . . C. A. B. will introduce a new index of listening soon.

Plans which would "make Mutual second to none in serving the advertiser and the listener" were outlined recently by Miller McClintock, president of MBS. They include: Largest budget in the network's eight years—25% larger than 1942's; regular program clinics attended by key originating stations; increased network service to MBS stations in programming and promotion; an enlarged research department; new policies to make Mutual more than ever "the friendly network," and equal sales emphasis on major markets and the "small towns of America." . . Mutual has opened new office facilities at 1440 Broadway, New York.

Preliminary net earnings figures of CBS for the 52 weeks ended January 2, 1943, are \$4,100,000, as compared with consolidated net earnings of \$4,804,700 for the 53 weeks ended January 3, 1942. Higher taxes represent the difference.

Willard D. Egolf, commercial manager of KVOO, Tulsa, is named executive assistant to the president, National Association of Broadcasters, Washington. Mr. Egolf is a vice-president of Advertising Federation of America.

H. Elmer Westmoreland is advanced from sales manager to general manager of WLOL, Minneapolis, and vice-president of Independent Merchants Broadcasting Co. Harry McTigue becomes assistant general manager of WLOL. . . Kevin B. Sweeney, western division sales promotion manager of Blue network, also will be in charge of developing eastern business for Pacific Blue. . . D. R. Buckham succeeds George M. Benson, now with the Naval Reserve, as eastern sales manager of the Blue.

William O. Tilenius, assistant manager of NBC spot sales, also will supervise eastern spot sales and local WEAJ sales at New York. William C. Roux, formerly in charge of spot sales promotion, becomes assistant manager of the spot department, directing sales development and sales promotion.

NBC issues Vol. 2, on daytime listening, in its all-county study of radio listeners, titled "A Tale of 412 Cities." Vol. 1 covered night listening. . . KDKA, Pittsburgh, issues a brochure containing a series of "performance maps," intended to show sponsors "returns they can reasonably expect from a radio offer made over KDKA."

## Business Papers

Reflecting the wartime growth of Army post exchanges and Navy service stores, *Post Exchange*, New York, published in February its second annual Directory Number. The current 284-page issue, carries 152 pages from 283 advertisers, as compared with 51 pages from 109 advertisers a year ago. *Post Exchange* started in April, 1941, with 2 7-8 pages of advertising.

Gasoline Retailer, New York, launches a campaign calling attention to the "serious threat to the retail merchants of the nation" of "accommodation" stores operated by industrial plants now producing war materials.

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Write for circular on  
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**SIGNS OF LONG LIFE**  
by **ARTKRAFT**  
SIGN CO., LIMA, OHIO

MARCH 1, 1943

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# Comment

BY RAY BILL

**G**OVERNMENTAL SALESMANSHIP. We all realize the war must be financed on a scale which almost exceeds the powers of imagination. The two major sources fall into two main headings, namely (1) the imposing of taxes and (2) the selling of war bonds and stamps.

The first of these clearly involves little by way of salesmanship except, on the psychological side, to the extent the American people must become resigned to having taxes not only pinch but "puncture." The second phase involves outright salesmanship. Indeed, what has already been accomplished under this heading by the Treasury Department and its great army of uncompensated cooperators constitutes an impressive monument to voluntary effort and to what democracy can accomplish via salesmanship.

We understand that better than 27 million Americans have now signed up under the payroll allotment plan for an average of over 8% of their compensation. We hear that within the near future this staggering total will probably rise to 30 million participants involving an average of over 10% of their compensation. Good salesmanship must have been the backbone of this colossal achievement because it takes real salesmanship to bring patriotism itself to important heights, especially on the financial front which can feature so little by way of dramatic heroics.

Despite this great record, the money raising program still has much to accomplish. To attain the necessary future goals, some people think voluntary purchase of bonds will have to be supplanted by compulsory savings. We hope not, because we believe that financing founded on salesmanship makes not only for greater results but also for much finer public morale. Nevertheless, the question of whether the country must resort to compulsory savings resolves itself in no small degree on how much and how effective salesmanship is applied on the voluntary side.

Recently there has been much agitation over programs to sell bonds on the premise that they represent deferred purchase of actual merchandise, such as automobiles, refrigerators and homes—also such other things as vacation trips. Some have proposed that specific bonds be cashable only for specific merchandise. Others have proposed that such allocated bonds carry with them certain priority rights as regards post-war delivery. With such thinking, we disagree, but not with the fundamental conception of selling people the broad and specific idea that when they buy bonds for patriotic purposes they are also making it possible later on to own the things they want (but cannot have today).

We believe that the volume of bond purchases will be substantially augmented by using the dual appeal of buying bonds to help win the war and buying bonds for selfish acquisition after the war. We feel that by utilizing the dual appeal, the American people as a whole will become increasingly conscious—and in a tangible sense—of why we are fighting the war and why we want to see it terminated as quickly as possible, regardless of the temporary sacrifices this entails.

When it comes to the assignment of particular bonds for specific products or purposes, we are opposed to any detailed commitments. In the first place, if the conversion to selfish uses runs on too large a scale at the close of the war, a new price inflation will be initiated. In other words, it will be impossible to convert back to peacetime production fast enough to cater to wholesale conversion of wartime bonds.

In the second place, because goods may not be available in adequate quantity to meet public demand for quite some time after the war ends, we foresee that it may later be necessary to conduct campaigns aiming at the maintenance of personal savings against rainy days, loss of jobs, etc.

In the third place, we doubt that any plan of establishing priorities for post-war delivery on any given product to a particular individual can ever be worked out on a truly equitable basis.

In the fourth place, we believe that it is un-American and clearly not in accordance with the American system of free enterprise and open competition for manufacturers to amass orders in favor of their products which are as yet undesigned, not made, and consequently not open to consumer inspection.

The amassing of such orders might induce many manufacturers to make inferior products, unrepresentative of American enterprise, if there should be no competitive incentive toward making the best possible products at the lowest possible prices.

Summarizing, we contend that every purchaser of a bond should be constantly impressed with all of the things which his savings can later make it possible for him to acquire for his own selfish enjoyment. But we think the right of each individual purchaser should be preserved in full, on a basis whereby each purchaser can decide for himself *when* he wants to convert in part or in full, *what* he wishes to buy in the light of post-war conditions, wants, needs, etc., and in keeping with what he believes offers the greatest quality, service and price satisfaction as regards *individual brands* of this or that product.

Subject to the reservations set forth above, we urge the Treasury Department to make full use of the dual type of selling. We also urge the Treasury Department to enroll the help of experienced sales executives to this end. We also urge the continuation and expansion of sales and advertising effort on the part of private business which aims to make the American public ever conscious of what their bond and stamp savings can later mean in terms of their own personal living.

The bigger job, still to be done, will require the utmost in American salesmanship if the necessary goals are to be attained—especially with the masses, where income increment has been greatest. Consequently, the Government should enlist the active cooperation of sales and advertising experts—who should respond quickly when they are asked to start "pitching" for Uncle Sam's treasury.